

# The ROTARIAN

## Something New in Education

By Robert M. Hutchins  
UNIV. OF MICH.

## Here Are Friendly Trails

By William Lyon Phelps

## Evicting the Shelf- Warmers

By Julius Klein

## Passing the Puck

By "Dick" Irvin

HF  
5001  
IG23

TY-FIVE CENTS FEBRUARY 1933 ONE SHILLING

# A CENTURY of PROGRESS

THE story of science—not a dry and uninspiring presentation, but a lively, swift-moving drama—will be the centerpiece of the exhibit scheme of A Century of Progress Exposition—Chicago's 1933 World's Fair.

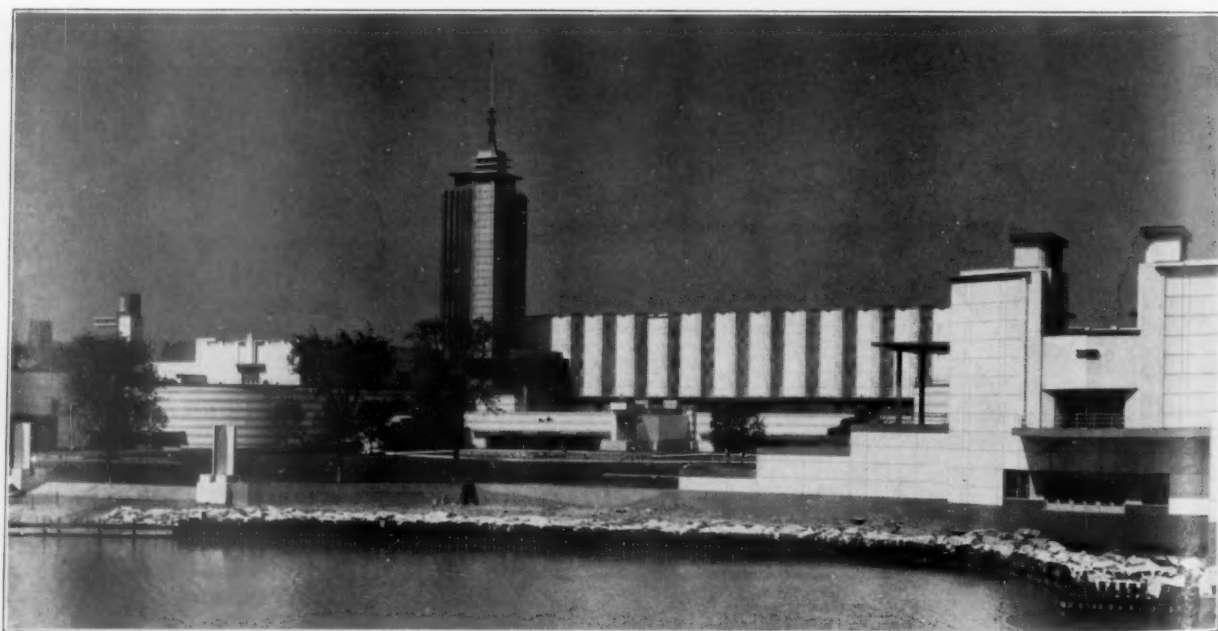
How scientific discoveries and inventions have made available to humanity a thousand and one conveniences unknown a century ago will be explained by means of moving, understandable displays.

## International Exposition Chicago 1933

1 JUNE TO 1 NOVEMBER

The origin of such things as electric lights, radio, automobiles, telephones, phonographs, talking pictures, airplanes, x-rays, adding machines, railroads, steamships, washing machines, typewriters, agricultural machinery, explosives, medicines, high speed industrial machinery, refrigerators, and the role of science in their development will be portrayed.

No matter what business or profession a visitor represents he will find something of thrilling interest in these exhibits telling of man's triumph over natural forces.



*The Hall of Science*



"Let's send Curtis—he speaks Spanish."

# He was chosen because he knew another language

A MAN is needed for the branch office at Buenos Aires, at Berlin, Paris . . . Who will be the lucky man? "Let's send Curtis, he speaks Spanish (or German or French)." Good! his knowledge of a language has given him his chance.

Where did Curtis pick it up? That is exactly what he did—*picked it up and off* the Linguaphone, in the incredibly short time of three months. Now he speaks it, understands it and writes an intelligent letter in a language which three months ago was utterly "foreign" to him.

Curtis was ambitious—he wanted to learn a language to be ready for greater opportunities. Having no special talent for languages, he looked for the *easiest* method. In his search he discovered Linguaphone.

Linguaphone is the scientific method of language learning devised by one hundred and fifty of the foremost language teachers of the Universities of Oxford, Cambridge, Columbia, the Sorbonne, Heidelberg, Bonn, Madrid and Milan. The Linguaphone Method is in no sense a "short cut," but is so simplified that any person of average education may learn to speak, understand, read and write a new language with practically no effort in about three months.

## Learned by Listening

He learned by listening. For fifteen or twenty minutes a day he listened to the voices of the world's ablest language masters, electrically recorded by Linguaphone. As he *listened* to the records, he *saw* the words and pictures in the illustrated text book. He repeated the records and listened again and again until quite naturally he found himself reproducing what he heard and saw. Before he was aware he was talking the language—And his pronunciation was perfect, his accent was like a native's because the voices on the Linguaphone are especially selected for diction and purity of accent.

In this way Curtis mastered Spanish—he could have done as well with German or French—And what he did, you can do. Educators throughout the world have found

the Linguaphone Method so simple, practical and pedagogically correct that they have endorsed it without reserve. More than 11,500 universities, colleges, high schools, commercial institutes and government training schools are TODAY using the Linguaphone.

For individual home study there is no equal to Linguaphone. Over one million men, women and children, of every degree of education, in all walks of life, ages from 6 to 60, have mastered a language the Linguaphone way. Some learn alone, others form small groups—either way it is more of a diversion than a task.

## LINGUAPHONE COURSES:

FRENCH	GERMAN	SPANISH
ITALIAN	RUSSIAN	POLISH
SWEDISH	DUTCH	IRISH
AFRIKAANS	ENGLISH	CHINESE
LATIN	GREEK	PERSIAN
JAPANESE	ESPERANTO	BENGALI

Invest your leisure to build an asset of incomparable value. Get the full story of Linguaphone—send for FREE book R-2 and our "Pay as You Learn Plan."

## LINGUAPHONE INSTITUTE 10 East 43rd Street, New York City



As he listens he learns.

## Linguaphone Institute, 10 E. 43rd St., New York City

Without cost or obligation please send me your Free Book and your "Pay as You Learn Plan."

I wish to speak \_\_\_\_\_ Name \_\_\_\_\_  
 \_\_\_\_\_ Address \_\_\_\_\_  
 \_\_\_\_\_ City \_\_\_\_\_  
 Dept. R-2

## A Few of the Universities and Colleges Using Linguaphone

Oxford  
University  
Cambridge  
University  
Trinity  
College  
Eton College  
Harrow  
College  
Harvard  
University  
Columbia  
University  
Smithsonian  
Institute  
University  
of Chicago  
Hunter  
College  
Bryn Mawr  
College  
New York  
University  
U. S. Naval  
Academy

University of Denver  
University of Seattle  
University of Oregon  
University of Mississippi  
Tulane University  
Goucher College  
Bowdoin College  
Colorado College  
Union Theological Seminary  
McGill University  
University of Montreal  
The Sorbonne



On his way overseas to new opportunities

## What Linguaphone Students Say:

"Your Linguaphone Course is a perfect joy! I am having a most delightful time traveling through France by my own fireside."—Mrs. H. B. HAGY, Reading, Pa.

"I am getting both instruction and pleasure from using the Spanish records."—Miss EVELYN L. HAND, Hallstead, Pa.

"I am delighted with the Linguaphone set. It is a pleasure to study a language with such an instructor. Later on I hope to be able to get a set for Spanish or German, or both."—MARJORIE GARBER, First Avenue, S. E., Atlanta, Ga.

"I think I am making pretty good progress with Italian set. Have been over it several times, and have very much enjoyed it. The pronunciation is delightfully clear, making it possible to follow easily."—GEORGE A. SKINNER, Col. Med. Corps, U. S. Army, Army Building, Omaha, Nebraska.





Photo: New England Council

## All New England

### Will Welcome You

● Hundreds of white and sturdy lighthouses along the jagged coast of New England are already flashing gleams of welcome to those who choose this fascinating land of seaside opportunities for their 1933 vacation; and for those who might care to venture beyond, there are delightful cruises and tours to nearby points of interest—Nova Scotia, New Brunswick, Bermuda—and it's now only five days to Europe.

● Why not combine the treat New England offers—history, scenery, play, rest—with the convention of Rotary International at Boston, June 26-30?

● Free literature on vacation possibilities is offered, for your convenience, by THE ROTARIAN. Have the pleasure of planning early. *Just clip and mail the coupon today!*

Vacation Bureau **F**  
The Rotarian Magazine  
211 West Wacker Drive  
Chicago, Illinois.

Please send me material  
describing post-convention  
vacation possibilities.

Name .....

Address .....

## Rotary Anniversary Broadcast

NBC—February 23rd—1:30 to 1:45 p. m. (Eastern Standard Time)

A Rotary anniversary program will be broadcast on Thursday, February 23rd, through the facilities and courtesy of the National Broadcasting Company. Paul P. Harris, founder of Rotary, Clinton P. Anderson, president of Rotary International and Chesley R. Perry, secretary, will be the principal speakers. Station WGY (Schenectady) will transmit the program by short wave, through W2XAF on 31.48 meters (9,530 kilocycles). This will enable Rotarians in any part of the world, with short-wave receiving sets of required power, to listen in.

The following is a probable list of the stations, (which should be verified locally) comprising the NBC coast-to-coast network, over which this program will be broadcast:

WEAF—New York  
WEEL—Boston  
WTIC—Hartford  
WJAR—Providence  
WTAG—Worcester  
WCSH—Portland, Me.  
KOMO—Seattle

WRC—Washington  
WGY—Schenectady  
WBEN—Buffalo  
WCAE—Pittsburgh  
WTAM—Cleveland  
WWJ—Detroit  
KOA—Denver

WSAI—Cincinnati  
KSD—St. Louis  
WOC—Davenport  
WHO—Des Moines  
WOW—Omaha  
WDAF—Kansas City

Los Angeles—KFI or KECA San Francisco—KPO or KGO

Rotary clubs may find it possible to include the 15-minute broadcast as part of their luncheon programs. Rotarians in cities other than those listed above will be able to secure information as to their local outlet by referring to the radio columns of their daily papers.

## Readers' Open Forum

Letters are invited from readers offering comments upon articles, or setting forth new viewpoints on Rotary problems. They should be as brief as possible.

### "S-o-r-r-y, Mister, Line's Busy"

To the Editors:

The importance of a pleasant and efficient personality at the private branch exchange switchboard, as indicated in your article, "S-o-r-r-y, Mister, Line's Busy" (December ROTARIAN), is something that I believe is not sufficiently appreciated, and we in the telephone business are naturally gratified to see a story of this sort in print. There are very few businessmen who, if you were to go to their places of business, would open the door a mere crack, scowl at you and demand that you immediately prove what right you had to come to their door. Yet that very same thing is going on at the telephone switchboard in some large and reputable business concerns. I also have the experience of virtually putting the operator on the witness stand questioning her at some length to determine whether or not I had reached the desired establishment.

STUART SHAW,  
Editor, *The Monitor*  
Mountain States Telephone and  
Telegraph Company

Denver, Colorado.

### "Misled Small Banker"

To the Editors:

... The past recent conditions proved that a banker is not qualified just because he has a few dollars in charge, but must have an understanding of the real function of banking. My personal conviction is that the big-city banker forgot his proper place, and misled the small banker by inducing him to sell securities as a requisite to obtaining the assistance of the city banker in his necessary city connections, thus draining the resources from the small center. Instead of making the small banker more efficient he was made less so by becoming a salesman.

In my humble opinion, commercial banking

should be divorced from investment banking, and the public educated to understand the difference. Also, that the capitalization of any bank should be sufficiently large to justify the amount of business done. This could be done by regulation through the state or national banking department.

C. P. SELDEN  
Secretary, *Lake Wales Building*  
and Loan Association

Lake Wales, Fla.

### "Could Serve As a Lesson..."

To the Editors:

I congratulate you upon getting the story about "Canada's Banks Stand Up" which appeared in your December number. I also wish to commend you upon the good judgment to publish an article on the other side...

Personally, I prefer our own system, and I note that Mr. Stead commends the Canadian system only for its safety to depositors.

A bank is not of complete service to its community if it is nothing but a depository for surplus funds. It must also be a lending agency to stimulate the business of the community.

As a matter of fact, that is the purpose of its organization. I do think that it is a good thing to have the funds to be invested in long-time loans, such as real estate, segregated in a separate institution as is the case in Canada, and it might be that this could serve as a lesson to us that we might follow.

Perhaps the building and loan associations with the backing of the Federal Home Loan Banks may develop into such institutions here in America so that the commercial banks will not be tempted to make real estate loans in the future.

JOHN Y. BEATY  
Editor, *The Bankers Monthly*

Chicago, Ill.

[Additional letters on page 38]



# The ROTARIAN

AN INTERNATIONAL MAGAZINE DEVOTED TO THE ADVANCEMENT OF THE IDEAL OF SERVICE AND ITS APPLICATION TO PERSONAL, BUSINESS, COMMUNITY, AND INTERNATIONAL LIFE

PUBLISHED MONTHLY BY ROTARY INTERNATIONAL

VOLUME XLII

FEBRUARY, 1933

NUMBER 2

## Contents for February, 1933

	PAGE
ON THE JERICHO ROAD..... <i>By Walter Locke</i>	5
An appreciation of Rotary is achieved through its practice.	
SOMETHING NEW IN EDUCATION..... <i>By Robert M. Hutchins</i>	6
A noteworthy educational experiment by a leading American university.	
PARTNERS..... <i>By Helen Cody Baker</i>	10
"The greatest charity is that of the poor to the poor."	
HERE ARE FRIENDLY TRAILS..... <i>By William Lyon Phelps</i>	13
The charming variety of a New England tour.	
PASSING THE PUCK..... <i>By "Dick" Irvin</i>	16
Interesting reminiscences of the great and near-great in hockey.	
EVICTING THE SHELF-WARMERS..... <i>By Julius Klein</i>	19
Rapid turnover precludes shrewd pruning of "dead" merchandise.	
THE TALENT..... <i>By Frank Russell</i>	22
How a latent capacity for friendship blossomed in the warm sunshine of Rotary fellowship.	
ROTARY'S FOUR-LANE HIGHWAY..... <i>By Chesley R. Perry</i>	25
The Aims and Objects Plan made clear.	
AFRICA'S GOLDEN HUB..... <i>By S. M. von Klonowski</i>	26
A visit to Witwatersrand, source of half the world's gold supply.	
A BLUE-PRINT FOR TOMORROW..... <i>By George W. York</i>	29
A business man suggests an alternative to technocracy.	
ONE TONGUE FOR ALL MEN?..... <i>By Wilfrid Andrews</i>	31
The advantages of a practical international language.	

### Other Features and Departments—

Frontispiece: Roses Again—a poem (page 4); Editorial Comment (page 32); Rotary Round the World (page 34); Rotary Hourglass (page 37); Readers Open Forum (pages 2 and 38); Spanish section (page 39); Chats About Contributors (page 56); For Further Readings (page 56).

THE ROTARIAN is published monthly at Chicago, Illinois, by Rotary International. CLINTON P. ANDERSON, Albuquerque, N. Mex., U. S. A., *President*. BIAGIO BORRIELLO, Naples, Italy, *First Vice-President*. G. FRED BIRKS, Sydney, Australia, *Second Vice-President*. ALLEN H. BAGG, Pittsfield, Mass., U. S. A., *Third Vice-President*.

*Directors:* ERNESTO J. AGUILAR, Mexico City, Mexico; WILFRID ANDREWS, Sittingbourne, England; JAMES H. BEATTY, Victoria, Canada; KURT BELFRAGE, Stockholm, Sweden; DR. HARRY C. BROWN, Denver, Colo., U. S. A.; J. MURRAY HILL, Bowling Green, Ky., U. S. A.; LUIS MACHADO, Havana, Cuba; SYDNEY W. PASCALL, London, England; DAVID J. REESE, Ventura, Calif., U. S. A.; CARL E. STEEB, Columbus, Ohio, U. S. A.

*Secretary:* CHESLEY R. PERRY, Chicago, Illinois. *Treasurer:* RUFUS F. CHAPIN, Chicago, Illinois.

*Members of Magazine Committee:* WALTER F. DUNLAP, Milwaukee, Wis., U. S. A., chairman; ERNESTO J. AGUILAR, Mexico City, Mexico; WILFRID ANDREWS, Sittingbourne, England; HARRISON E. HOWE, Washington, D. C., U. S. A.; ARTHUR M. LOCKHART, Los Angeles, Calif., U. S. A.

As its official publication this magazine carries authoritative notices and articles in regard to the activities of Rotary International. In other respects responsibility is not assumed for the opinions expressed by authors.

Entered as second-class matter December 30, 1918, at the Post Office at Chicago, Illinois, under the act of March 3, 1879.

(Copyright, 1933, by Rotary International)

Additional entry at Milwaukee, Wisconsin.

SUBSCRIPTION RATES: \$1.50 the year in U. S., Canada and other countries to which minimum postal rate applies, \$2.00 in other countries.

EDITORIAL AND BUSINESS OFFICES:

211 West Wacker Drive, Chicago, U. S. A.

*Editorial Board:*

DOUGLAS C. MCMURTRIE

EMERSON GAUSE

LELAND D. CASE

HARVEY C. KENDALL, *Business Manager*

SIDNEY C. WARDEN, *Advertising Manager*

Western Representatives: Simpson-Reilly,

705 Bendix Bldg., Los Angeles, Calif.

Russ Bldg., San Francisco, Calif.

Southern Representative: George M. Kohn,

Walton Building, Atlanta, Georgia.



*Norwegian Winter Scene, photograph by Wilse-Eneret, Oslo.*

## Roses Again

By Mary Carolyn Davies

**I**T will be summer again;  
Winter won't stay.  
There will be roses again  
Some day!

There will be laughter and joy  
After the sorrow.  
If you don't like today,  
You'll like tomorrow!

# On the Jericho Road

By Walter Locke

**A** CERTAIN man went down from Jerusalem unto Jericho and, there being a vacancy in his classification, he became a member of the Rotary club of that place. He figured that this would aid him in making friends and building up his business.

There was talk, when he joined, of certain aims and objects to which Rotary was devoted and he was given to read certain pamphlets which, he was assured, would tell him how to be a good Rotarian. He had much to do to get his business going, so he laid the pamphlets aside to read when Sunday came. On Sunday he was too tired to read anything but the sports section of the newspaper. The pamphlets got covered up by other things which he planned to read and so were forgotten.

He attended meetings regularly. He had to eat anyway, why not at Rotary? In the course of time, from sitting at table with them he became acquainted with at least half the members of his club and could call them by their first, if not their last names. He was made a member of the July program committee and attended its one meeting.

Another year he was made a member of the public-relations committee, which happened that year to hold no meeting. He did not become active in any form of club work. At all meetings he stayed to the end, taking the programs patiently, making no outcry if they were poor, and engaging in no raptures if they were good. If he did not like the food served at the Rotary dinners, he said nothing.

Years passed, five or six of them. All this time the certain man paid his dues on demand and if circumstances compelled him to miss a meeting of his own club, he would usually manage to make up his attendance at some neighboring club. His business prospered. He said to himself, however, that as far as he could see his membership in Rotary had had nothing to do with this. His fellow-Rotarians did not patronize him any more than they patronized others. As for that, he admitted to himself, he was just the same with them. He did business on merit and so did they, asking no odds of any Rotarian.

Now as the years passed and he noticed these things this certain man suffered sundry doubts. He had learned to love the meetings of his Rotary club. The men there, such as he had come to know, had grown dear to him. He looked forward all week to

During Rotary's Anniversary Month we might well reflect on the parable of the Rotarian who found Rotary through service above self.

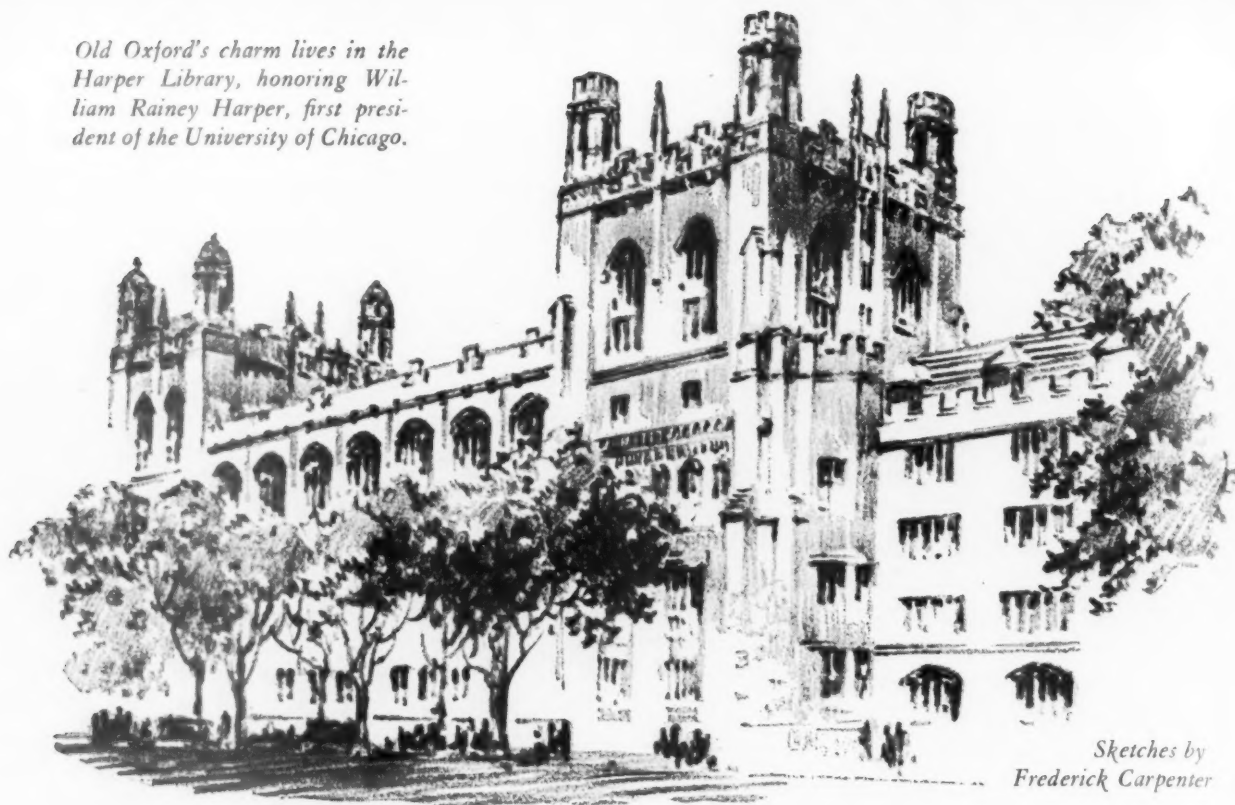
the meetings with them on the regular day. "But after all," he began thinking to himself, "what has Rotary done to me? I pay my dues. I attend the meetings. I listen to the programs and to the talks about Rotary and this thing called 'service above self;' but I do nothing myself. I'm not much of a Rotarian. Maybe I'd better resign."

**A**BOUT that time this certain man unavoidably missed a meeting of his club. Two days later he sallied forth from Jericho to make up his attendance at a certain town up the Jerusalem-Jericho road. As he drove his car along at a lively clip, for he was a little late, he came to a knot of people beside the road surrounding a man who had fallen among hit-and-run drivers. The injured man lay groaning, the crowd looking on. As the certain man stopped his car, the crowd started on up the road. They all had urgent business in Jerusalem, they said. Thereupon, he hardly knew why, there flashed into his mind a vision of a certain cog-wheel and into his ears came these certain words: "Service above self." So, he put the groaning, bleeding stranger into his car and rushed him to the hospital. It was a disagreeable job and lost him his Rotary attendance; but he did it.

There was some report of the matter in the "Jericho Daily News," and so the Jericho Rotarians heard all about it. When the certain man appeared at the meeting of his own club the next week the president bade him rise and approach the chair. The president faced him toward the assembled members as they sat at their tables and to his amazement said: "Fellow-Rotarians, this certain member of ours may not know how he got that way, but he has shown himself a good and true Rotarian. He joined us to help himself; but now he finds himself putting 'service above self.'" The members gave three cheers and remarked to each other now that is a way Rotary has with the member regularly exposed to it. It slips up behind you and all unbeknownst to yourself it makes a good Samaritan—pardon us, a good Rotarian—of you in spite of yourself.



*Old Oxford's charm lives in the Harper Library, honoring William Rainey Harper, first president of the University of Chicago.*



## Something New in Education

**By Robert M. Hutchins**

*President, University of Chicago*

**M**Y SUBJECT is the higher learning in America. I am sure that when I have finished you will feel that there is very little of it, and very little hope for what there is. And this last is in a measure true. The universities of the country rest on a foundation of elementary and secondary public schools. Most of the higher learning in America is carried on in tax-supported state universities. The situation of all these public institutions is now so critical that unless there is some change in the attitude or condition of our people there is indeed little hope for that higher learning which is my theme.

The principal function of the private universities in the educational system is to supply the leadership or the recklessness which shows the public institutions what they should or should not attempt. They have led the way in research and in educational experiment and have demonstrated to the legislatures that it is a good thing for the community to pay professors a living wage. Such payment is not charity which the professor should accept with

A provocative statement on higher learning in the United States and its relation to state universities, to private institutions, and to taxation.

humility and reward with silence on controversial issues. It is an investment in intelligence. The private universities have struggled to maintain the right of the scholar to exercise his intelligence even though it led him to criticize established policies or institutions. Their example has enabled most state universities to take the same position, with infinite profit to their states.

These spiritual values the private universities will always have for the educational system as a whole. But their income, like that of other aggregations of capital, is now so much diminished that they cannot hold out much longer in their effort to present education and research in their proper economic perspective. Our people must therefore themselves believe that tax-supported education and research are important and must themselves determine to protect them. At the present time the ordinary Ameri-

can give little evidence of any such belief or any such determination. We hear instead that the cost of government must be reduced.

Although I favor reducing the cost of government if it can be done without crippling essential services, I doubt whether in the long run the total cost of government can be reduced, or should be reduced, or will be reduced; but certain costs of government could and should be reduced. The total cost of government could and should be redistributed, with certain items increased, and other items eliminated. The increases that we may expect in federal expenditures to support the social services and to provide for the relief of the destitute are far greater than any reductions that can be accomplished by tinkering with bureaus. Even the savings that would come from a reduction in the army and navy and from limiting aid from the Veterans' Bureau to those who deserve it, would be swallowed up by the new obligations which the federal government must assume because of the collapse of our industrial system.

**T**AKE the case of public education alone. The principal difficulty that our schools have had to face has been the tremendous increase in the number of pupils. This has been caused by the advance of the legal age for going into industry and the impossibility of finding a job even when the legal age has been reached. In view of the technological improvements in the last few years, business will require in the future proportionately fewer workers than ever before. The result will be still further elevation of the legal age for going into employment, and still further difficulty in finding employment when that age has been attained. If we cannot put our children to work we must put them in school.

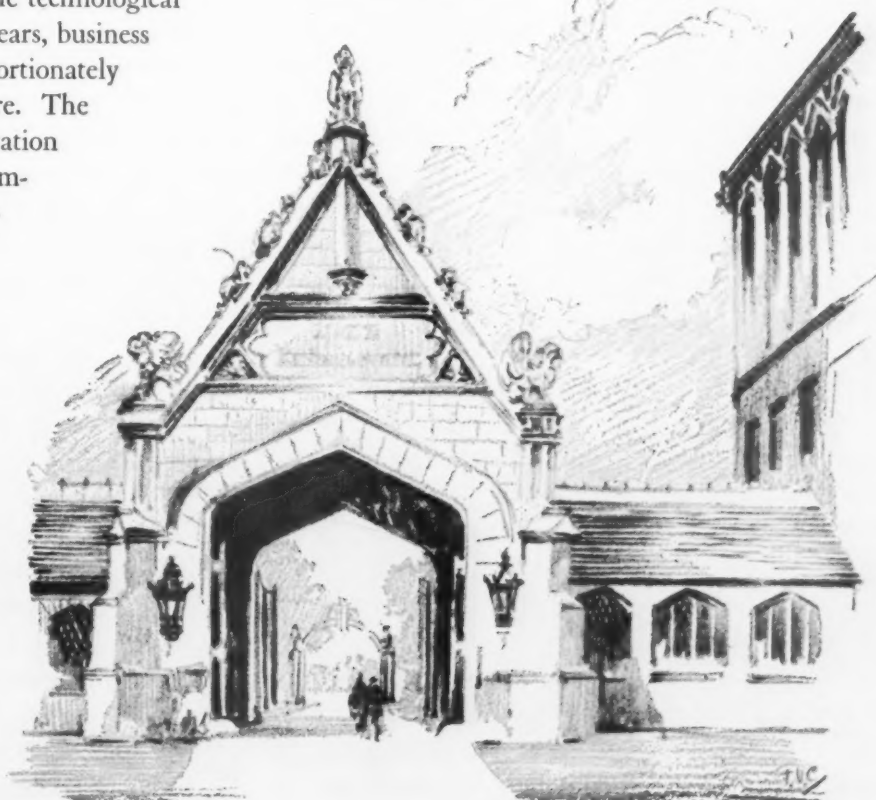
We may also be quite confident that the present trend toward a shorter day and a shorter week will be maintained. We have developed and shall continue to have a new leisure class. Already the public agencies for adult education are swamped by the tide that has swept over them since the depression

began. They will be little better off when it is over. Their support necessarily must come from the taxpayer.

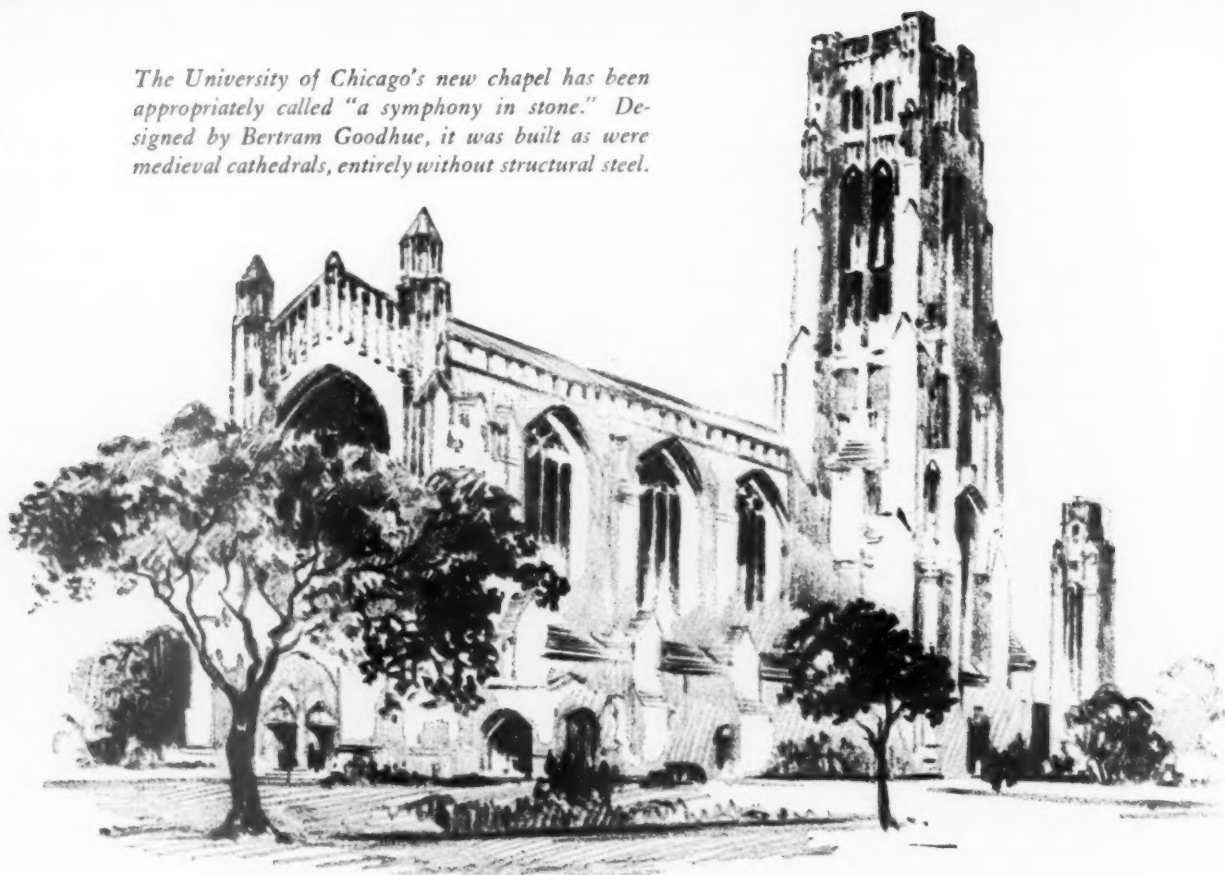
It is surely too much to hope that these increases in the cost of public education can be borne by the local communities. They cannot care for the present restricted and inadequate system. The local communities have failed to cope with unemployment. They cannot expect to cope with public education on the scale on which we must attempt it. The answer to the problem of unemployment has been federal relief. The answer to the problem of public education may have to be much the same. And properly so. If there is one thing in which the citizens of all parts of the country have an interest, it is in the decent education of the citizens of all parts of the country.

The revenue from our income tax now goes in part to keep our neighbors alive. It may have to go in part as well to make our neighbors intelligent. We are now attempting to preserve the present generation through federal relief of the destitute. Only a people determined to ruin the next generation will

*Hull Gate lends an old world academic note to the quadrangle enclosed by biological laboratories.*



*The University of Chicago's new chapel has been appropriately called "a symphony in stone." Designed by Bertram Goodhue, it was built as were medieval cathedrals, entirely without structural steel.*



refuse such federal funds as public education may require.

But federal assistance to public education will not, of course, lighten the burden of the states and local communities. Their educational expenditures will increase, too. If in an emergency it is necessary to reduce them temporarily, there is one way to do it and only one. Let the duly constituted representatives of the community determine how much it can afford to spend on education. Then give the educational administration authority to determine what specific changes and reductions should be made to bring expenditures within income.

**I**N CHICAGO, this issue has been tried in the newspapers. Apparently the general public is to determine not merely how much money can be spent on education, but also how it shall be spent; and we hear extended discussions by laymen as to whether certain subjects should or should not be studied by the young Chicagoan. Yet Chicago has one of the ablest superintendents in America. If he had the authority he could, I have no doubt, produce immediate economies without damage to the education of our children. Independent attempts on the part of the board of education to dictate specific

economies will merely contribute to the perpetuation of chaos.

I am willing to concede, therefore, that the total sum which any community may be able to spend on public education this year or next may have to be reduced. If so, the community should determine how much it can spend; the educational administration should determine the manner of spending. But by this concession I do not mean to imply that I think even a temporary reduction in educational expenditures is a good thing. In general, the schools of America are undernourished rather than too richly fed.

For years we have been struggling to secure a decent salary level for teachers. We have done this not because we are sentimental about teachers, but because we have realized dimly the importance of education and have tried to get intelligent people to go into it as their life work.

Now, the easy way to save money is to reduce salaries. It requires no thought, no effort, no reorganization. It can be done by anybody who understands the rudiments of arithmetic. But it is, in my opinion, the stupidest and most short-sighted means of cutting the costs of education. We wish to make the teaching profession attractive by adequate and



secure compensation. We shall never have a respectable educational system until we have accomplished this aim. We defeat this aim if we reduce salaries. And in addition we miss the only advantage of this depression, the opportunity to increase efficiency through housecleaning and reorganization, the opportunity, in short, to give a better education at lower cost. A policy of salary reduction will result in lower cost; it will result also in poorer education, now and in the future.

**T**HESE remarks apply in general to other governmental costs. Although there is doubtless extravagance in American government, including public education, and although we should make every effort to get rid of it, we should chiefly direct our energies not to the negative task of reducing the cost of government, but to three positive undertakings: First, getting good government; second, getting a rational organization of government; and third, getting a decent system of taxation.

This country is still the richest in the world. For the things it ought to have, it can well afford to pay. But much of its money is now squandered on a horde of local governments whose organization is simply fantastic. Nor can the country get the money it needs through an antiquated and iniquitous taxing system. As long as the preposterous general property tax is the chief source of local revenues we shall be unable to meet the demands which our civilization inevitably places on local governments. As long as a person who does not own real estate but has an

excellent income may make no contribution whatever to the support of these units, while the farmer who owns real estate but gets no income at all sees his property sold for taxes, we may expect to hear that the cost of government must be reduced.

Those who believe that the cost of government must be reduced might better direct their attention to correcting the iniquities and antiquities of our revenue system. If they do not do so, they will find that the cost of government, however small, still falls so inequitably upon our people as to justify weeping and wailing and gnashing of teeth. And they may find, too, that however successful their efforts have been temporarily and in certain areas, the cost of government in the long run and in other areas is greater than ever before.

"Reduce the cost of government" is likely to degenerate into a slogan like those two meaningless war-cries, "Balance the Budget," and "Take the Government out of Business." The budget is not balanced, and we should be sorry if it were. The government should know when it can balance its budget; it should know how it can do it. But there is no mystic charm about any particular twelve months. The attempt to balance the budget in the current fiscal year would lead either to back-breaking taxes or the elimination of governmental services which even certain critical newspapers would regard as essential. The budget has been unbalanced not less than forty-eight times in our history.

In a business civilization, the government cannot be taken out of business. [Continued on page 51]

*International House, a \$2,215,000 gift of John D. Rockefeller, Jr., was built to accommodate students from other lands.*





*"As he spoke she observed his room which at one time must have been the 'front parlor.'"*

## Partners

By Helen Cody Baker

Illustrations by Edwin P. Couse

**V**IRGINIA caught her breath—and her small brimmed hat—as she turned from the dirt and noise of Damen Avenue into a bleak east wind that swept the quieter length of Adams Street, driving the first real snow of the winter before it. In spite of weather that made even the district office a haven for shivering humans, she was glad of the “emergency” that had sent her scurrying to this particular locality.

During the three crowded months of her experience as a case worker's aid in the Unemployment Relief Service she had come to feel a curious fondness for these stately brick houses with their red sandstone steps, their English basements, their iron railings, their beautiful solid doors, and fine old

Not all landlords, coal dealers, and grocers have hearts of flint. Many are keeping home fires warm at the cost of personal sacrifice.

bronze door handles. This section of the district was to her a little island, forgotten in the onward rush of a great city, unchanged in forty years except for the fact that with each latter year it had grown a little more shabby, a little more dismal.

She knew the squalor or barrenness those massive doors concealed: the strips of worn linoleum on parquet floors, the meager furnishings of light-house-keeping rooms where marble fireplaces kept curious company with unpainted kitchen tables and the entire culinary equipment of a family of five might be a two-burner gas plate on a rickety chest of drawers. She was thoroughly familiar with rows of

small garbage cans outside the doors in long, narrow hallways, where a mixture of smells hung heavily in air that had never known the sun. But her romantic fancy for this neighborhood persisted. Through the autumn it had gradually crystallized around one house and one landlord who had quietly made himself an unofficial partner of the Relief Service in supervising the destinies of five of the families on her special list.

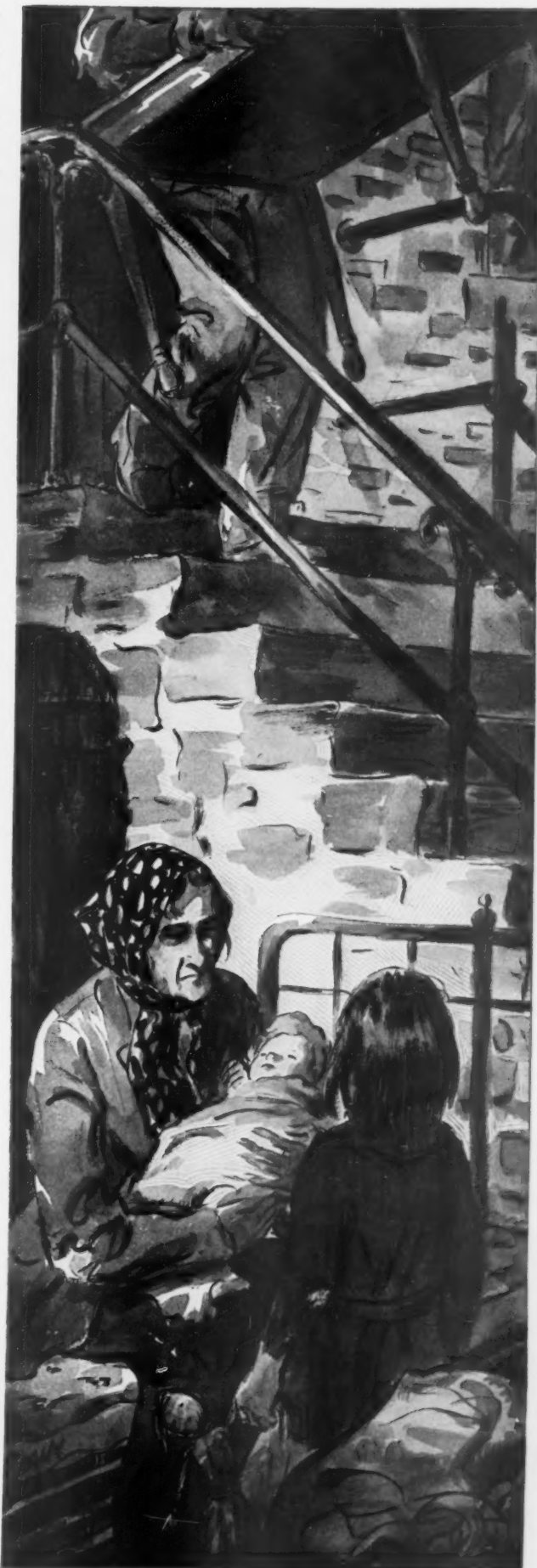
NOT that Virginia made a business of hunting up landlords or landladies. They had proved, on the whole, far too complicated a problem for her limited and newly acquired technique. When the proprietor of a rooming house locked the door of a furnished room on a client who had just stepped out to fill a grocery order, keeping clothes, food and personal belongings in place of overdue rent the Service could not pay, she eagerly handed over the situation to her senior case worker, a coolly efficient person versed in the law. A college diploma might, in times like these, secure a job for a girl who was willing to work desperately hard for a small salary; but even a major in sociology had not equipped Virginia for landlords who turned off the gas when a quarantine rendered them powerless to evict parents of babies racked with whooping cough.

But there were others who had won warm places in her affections: brisk, angular Mrs. Simpson, whose acid tongue had never yet driven a needy family out of doors; fat little Mrs. O'Brien, mothering half the stray babies of the district when their own mothers were sick—"An' faith, Miss, I wish I could kape thim;" and above all the host—for oddly, that was how she thought of him—of the house toward which her steps were directed today.

She had made his acquaintance on a September day of belated heat, when the whole West Side steamed and simmered in the sun. They had met face to face on his immaculately scrubbed steps. Fresh from a devastating session with the Burke family, who were in tantrums over being suspected of bootlegging activities, Virginia had been near to tears. His eyes, surprisingly dark and clear in the face of a man who must have been close to seventy, had appraised her youth and her trouble.

"Is there anything I can do?" She had poured out her story, unethically, perhaps, but badly in need

*"... even a major in sociology had not equipped Virginia for landlords who turned off the gas when quarantine rendered them powerless to evict . . ."*





of a friend and conscious of a sympathetic listener. Burke, he had assured her, was quite all right. Really, a very fine fellow. He had made a little beer for the wedding of a friend. It wouldn't happen again. The mother-in-law *was* a complication. Mrs. Burke was a bit touchy—her husband had been out of work so long—but they were all good people, honest and kind. No, they hadn't paid their rent for some time, but it was quite all right. When Burke found a job the matter would be taken care of. She was not to worry about it.

She had gone on her way singularly cheered, and her recommendation that relief for the Burkes be continued had been accepted without question by the powers above.

After that she had often passed him in the hall, busy with a broom or mop, or had met him on the street with a market basket over his arm. He was always courteous, always cheerful, always neatly dressed in a coat and trousers that never matched. His white mustache was closely trimmed, his fine thin profile almost transparent.

The door of his own room had been open one day in October, and as she passed he had risen from a chair by the window. Would she come in? She must be tired. No, she had answered, but did he think Mr. Svenson was normal—was it really just nervousness, or was there something. . . . "He humps and wriggles so; and the way he has sitting in their one straight chair, pulling his knees up to his chin and wrapping his arms slowly around them . . . and then the way his arms and legs fly out and he simply explodes into the middle of the room. . . . Has he always been like that, or is it something new?" The Svensons were recently acquired clients.

"I don't know," her friend had answered slowly, "that you can say any man is quite normal when he has been 'out' for three years. Svenson was a painter, you know. He took a real pride in his work. They had saved quite a little money. It's all gone

now. I've been letting him do painting around the house, by way of paying something on his rent. On days when I can keep him busy he isn't nearly so nervous."

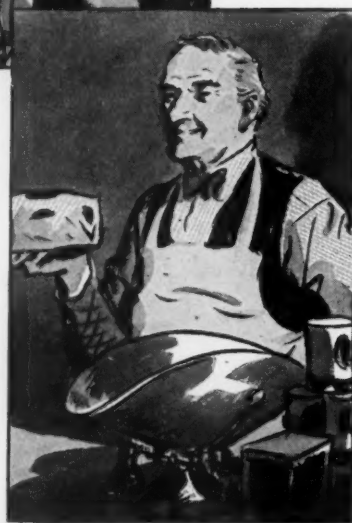
As he spoke, she had observed his room, which at one time must have been the "front parlor." A broad window at one end, shining but uncurtained. A dresser blocking the fireplace, one half used for toilet articles, the other covered with a clean white towel, upon which were laid out a small gas plate, a half loaf, neatly wrapped in its own waxed paper, a jelly glass upside down in a saucer over a small piece of butter. In an alcove, the cold water faucet of a stationary wash stand dripped steadily on a small bottle of milk. A single iron bed, neatly covered with a patchwork quilt. Two chairs. A small table, with two well-worn magazines. The bare necessities of life, fastidiously arranged.

"There's work relief," you know, she had suggested, "We're going to be able to do much more for people in that way this winter, I could recommend him for six days of work at five dollars and a half a day. That's the best we could do in one month, but it would pay his rent, and enough left over for food." She had dropped her eyes before the color

flooding that sensitive face. "You are a very thoughtful young woman," he had answered. "It would be a godsend to him. To him and to me. I didn't quite know. . . ."

And then he had told her his own story. How he had worked in Chicago fifty years, most of that time in the linen section of a great department store. He had saved all his life,

enough to buy this property, and to invest in public utility securities. When the hard times came he had been let out, and his savings had gone with greater fortunes. He didn't blame [Continued on page 46]



and the  
nt. On  
arly so  
which  
or." A  
uncur-  
te, one  
covered  
a were  
neatly  
y glass  
ece of  
cet of  
ly on  
bed,  
Two  
worn  
astid-

Here in the Longfellow Home at Portland, Maine, the poet, as a boy, wrote prose and verse for newspapers and magazines much against his father's wishes. The "Home" is a sacred shrine to those countless friends who journey each year to visit the historic landmark.



## Here Are Friendly Trails

By William Lyon Phelps

**B**OSTON is unique. It is unlike any other city in America.

The poet-laureate of Boston, Oliver Wendell Holmes, once wrote a poem called *Homesick in Heaven*, which could have come from no other town on earth. In the nineteenth century, when almost every American with any pretension to culture travelled in Europe to improve his mind, Holmes went once as a young man and spent the next fifty years in Boston, without feeling the neces-

The surpassing charm of historic New England and a delightful interlude at Boston—a treat that awaits all 1933 convention-goers.

sity of another voyage. What incident could better epitomize this city?

And Ralph Waldo Emerson, a greater man than Holmes (when Holmes wrote the "Life of Emerson," some one said it was the life of a thrush written by a canary) repeatedly celebrated the glories of Boston.

The first and last stanzas of Emerson's *Boston* are:

*The rocky nook with hill-tops three  
Looked eastward from the farms,  
And twice each day the flowing sea  
Took Boston in its arms;  
The men of yore were stout and poor,  
And sailed for bread to every shore.*

*A blessing through the ages thus  
Shield all thy roofs and towers!  
God with the fathers, so with us,  
Thou darling town of ours!*

The earliest New England history centered around Boston and eastern Massachusetts. The Pilgrim fathers landed at what is now Plymouth in December, 1620, and Boston was founded a few years later. Various points of interest today are Bunker Hill Monument; Christ Church, more than two hundred years old, which contained in its tower the signal lights for Paul Revere on the night of April 18, 1775;

the Old South Church; the Statehouse, Faneuil Hall.

In the middle of the nineteenth century, the golden age of American literature, a group of American writers of genius made Boston the center of American culture. Emerson, Hawthorne, Longfellow, Whittier, Holmes, Lowell, Thoreau, all lived in or near Boston. One should certainly motor to Concord to see the home of Emerson and Hawthorne, their graves in the cemetery, and Walden Pond made famous by Thoreau. One should see Longfellow's and Lowell's homes in Cambridge, Whittier's at Haverhill, and Hawthorne's birthplace and House of the Seven Gables at Salem.

**T**HIS cluster of great writers and the influence of Harvard University gave Boston such a reputation for culture that innumerable jokes on the subject used to be current. When some one asked a Boston lady how the first "o" in Boston should be pronounced, the answer was "like the 'o' in God." A Boston orator opening his speech said, "Wherever you go in the world, from the Ganges to the Charles"—

These alleged witticisms, which belong to that provincial period in America when stories at the expense of cities were thought funny ("The Bible says a lot about St. Paul but does not mention Minneapolis"), so far as they dealt with Boston, almost universally implied

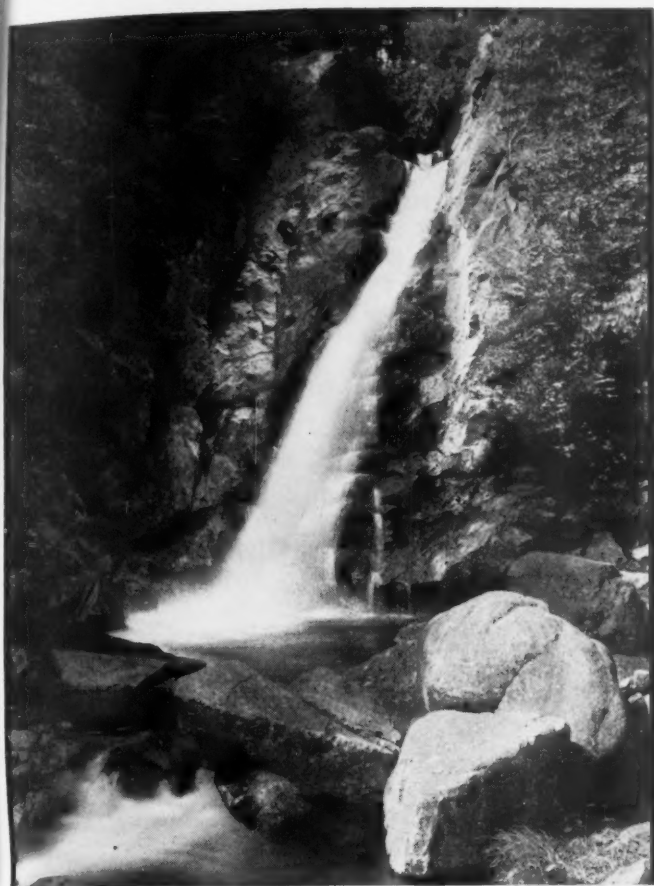


Another of New England's historic shrines is "Plymouth Rock" which marks the landing-place of the Pilgrim Fathers at Plymouth, Mass., in 1620.

Here in the Herbert Street House, Nathaniel Hawthorne was born and here he lived a "strange, indolent unjoyous" existence, and from here he stepped into a world that was to pay him honor as outstanding among the New England school of letters.







*Up a smooth, curving road, a sudden turn, and then—this beautiful view of Glen Ellis Falls, at Pinkham Notch in the White Mountains.*

that the inhabitants of Boston were intellectual snobs. The more general diffusion of culture in the later years of the nineteenth century, the tremendous growth of New York as a center of music and pictorial art, and the conquest of Boston by the Irish (John L. Sullivan, champion prize-fighter, was called "the Strong Boy of Boston") made these humorous quips obsolete.

Yet there is a discernible difference between Boston and other large American cities even today. On the trolley-cars one sees the sign—

PREPAYMENT CAR

instead of—

PAY AS YOU ENTER

Now it is possible that Boston does not enjoy a monopoly of this sign, but I have never seen it in any other city. In fact, in many of our centers of population it would not be understood. One man said the sign should be changed to—

ENTER IF YOU CAN

On the street-cars in Boston, instead of news-

papers and magazines, one sees books in the hands of passengers. The conductor addresses a woman as *Madam* instead of *Lady*, universally current elsewhere. Yes, Boston has always been "different."

In May of 1898, immediately after Admiral Dewey's victory in Manila Bay, I was in Boston and was having my boots blacked by a small boy who could not have been more than six years old. He opened the conversation as follows: "Suppose we do take the Philippines, how do we know that they will be of any real value to us? Won't they turn out to be more of a liability than an asset?" This could have happened only in Boston.

On the whole, for visiting Rotarians who wish to get a notion of some of the colonial history of the United States, and to see a modern American city, [*Continued on page 50*]

*The pleasure-seeker on the trail of romance does not have to peer closely to distinguish the majestic outlines (below) of the hunter and his dog, on Mount Mansfield, Vermont.*





*Here's the greatest scoring line in the king of speed sports. Left to right: Conacher, Primeau, and Jackson, of the Champion Toronto Maple Leafs.*

## Passing the Puck

By "Dick" Irvin

*Coach, Toronto Maple Leafs,  
World's Champion Hockey Team*

**O**NE CHRISTMAS afternoon, a good many years ago in a little Canadian town, the local hockey teams were having their big match. The town's best amateur, a big, fast, accurate man, suddenly stole the puck and came down the ice at about fifty miles an hour. The only opposing player between him and the goal was the Presbyterian dominie, a small fellow no match for the big man. But he skated into the fray nonetheless.

In the last split second it became apparent that the attacking player could not be stopped by fair means. So the preacher did not hesitate. He put out his knee, dumped the other fellow skates over breakfast—then, without even waiting for the official signal, departed for the penalty box where rules-breaking players are banished to meditate upon their sins. The player who had been so ruthlessly tripped arose and started after the dominie with murder in

Sweatered young giants flashing across ice with the velocity of bullets, breath-snatching thrills, and skillful spills—that is hockey!

his eye. By the time he had overtaken his intended victim, however, reason had triumphed.

"Doggone you," he addressed the minister, "I'd like to knock your block off. But," and he sighed gustily, "in your place I'd have done the same thing!"

Something or other about this game of hockey somehow gets into the blood of players and spectators. The man does not live who can either play or watch hockey without becoming a violent partisan. The spectator wants his team to win at any cost. The player intends to win, plays to win, and will take very little impudence from an opponent without retaliation—even though he knows that punishment will surely descend upon him from the unsympathetic officials. If you, like so many of your

fellow sophisticates, incline to consider this mere ballyhoo I can only urge you to go to a hockey game at your first opportunity. The spirit is the same whether the game is between two tenth-rate amateur teams on an Alberta fish-pond or between the two best big-league professional teams that ever met on an indoor rink.

Just how ice hockey was developed to a game is not altogether clear. Field hockey, played with the same general sort of sticks, has been played in England for centuries, I believe. Shinny, either on land or on ice, played with sticks cut from conveniently shaped tree limbs, was the immediate predecessor of hockey. The official birthplace and birthday of modern ice hockey are generally accepted as Kingston, Ontario, 1876.

Hockey is played at the highest speed of any game, not even excepting polo; an average big-league forward comes down the ice at fifty or sixty miles per hour, about double the speed of the fastest hundred-yard dash man who ever won a foot race. The speed is sustained throughout the full sixty minutes; a big-league team ordinarily uses three different forward lines during a game, leaving each one in for only a few

minutes at a time, yet a conservative estimate of the distance covered by a forward in his twenty minutes of play is five miles—all of it at a sprint.

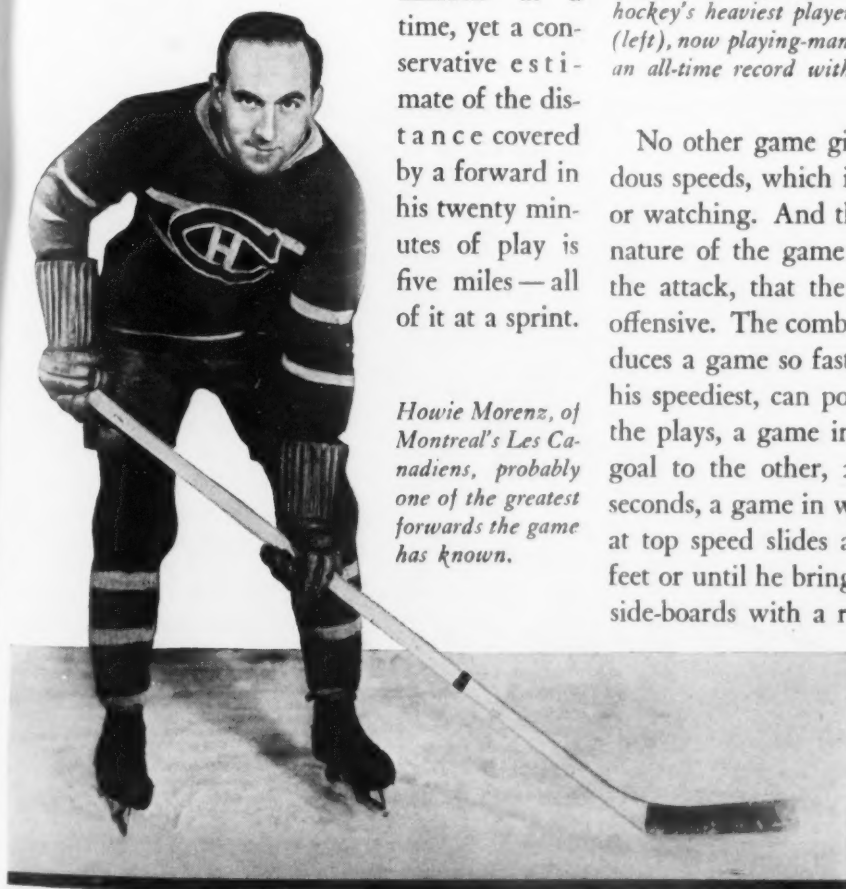
*Howie Morenz, of Montreal's Les Canadiens, probably one of the greatest forwards the game has known.*



*Taffy Abel (right), of the Chicago Black Hawks, is hockey's heaviest player—227 pounds. Helge Bostrom (left), now playing-manager of the St. Paul team, holds an all-time record with 243 stitches for injuries.*

No other game gives bodily impact at such tremendous speeds, which is a thrill whether you are playing or watching. And the rules and customs and the very nature of the game are such that all emphasis is on the attack, that the only safe defense is to take the offensive. The combination of these characteristics produces a game so fast that no radio announcer, talking his speediest, can possibly mention over one-fourth of the plays, a game in which the puck shifts from one goal to the other, 200 feet distant, in three or five seconds, a game in which the player who spills or trips at top speed slides along the ice for twenty or thirty feet or until he brings up against another player or the side-boards with a resounding thump.

It is no sport for the overly gentle. It is not brutal, but it is undeniably rough. In the old days, before much-needed regulations tamed down the play, it was at times almost murderous. Just the other day in a





radio interview I was asked to describe the roughest hockey game I ever saw, so I told about a game which occurred at Saskatoon back in 1923.

I was playing with the Regina Capitals, and on our home ice on New Year's night the Saskatoon team got so rough that our goalie, Red McCusker, finally staged a fist fight with several opposing players. The return game, at Saskatoon, developed into a rough-and-tumble. Three times during the game McCusker was cut over the head by flying sticks, each time knocked cold, removed for the ten minutes permitted for patching up a player, sewed up by the doctor, and put back in. He finished up the game without having lost a minute of play, and by that time he had seventeen stitches in his scalp for the evening's tally. We lost the game, but incidentally, eight stars now in the big leagues were on those two teams.

Stories of players who kept going when they should have been sick in bed are legion. King Clancy, Toronto defense man, had his jaw badly cut three or four years ago, and blood poisoning set in. Within a week he was in the hospital—then an important game came along. Clancy left the hospital, played through the game, then went back to the hospital. What is unknown to even most hockey fans is that within two minutes after he entered the

game he was cross-checked—that is, struck with a hockey stick—squarely on that sore jaw. But he stayed through.

**CLANCY** is the outstanding big-leaguer for his fighting spirit. Most defense men weigh 200 pounds or so. The King weighs 147, the lightest defense man in big-league hockey. Our team also boasts the lightest player, Ken Doraty, 127 pounds. Taffy Abel of Chicago, 227 pounds, is the game's biggest player.

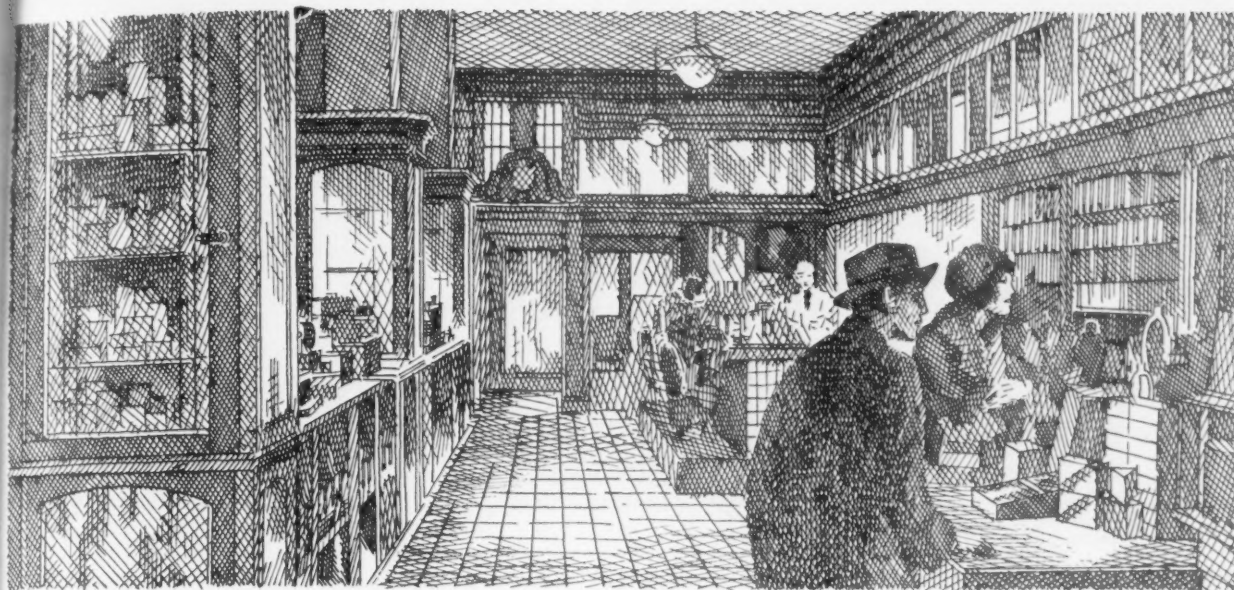
Another story which is a classic of hockey lore centers around a grand old man of the game. In 1928 the New York Rangers were playing against the Montreal Maroons in the finals for the Stanley Cup—the world's series of hockey. A hard shot of the puck caught Lorne Chabot, then Ranger goalie (now of Toronto) squarely in the eye. He could not see, so he was out of the game. New York had no extra goalie, since a goalie is seldom laid out. The rules would not permit drafting another goalie, even though every big-league goalie was probably in the stands when the accident happened. There seemed no way out of the difficulty.

Lester Patrick, grey-haired manager of the Rangers, had been out of active play for years. He had never played goal in pro- [Continued on page 41]

Photo: Chicago Times



*"Everybody can understand the thrill of a forward line skimming up the ice at express-train speed, passing the puck from man to man, or feel the impact when a defense man crashes an opponent who threatens his goal . . . You need to know only one of the rules of hockey to enjoy it. That is the rule governing off-sides."*



*"... but, in general, a merchant's shelves should be stocked for action—for a reasonably rapid turnover—with the merchandise nicely adjusted to the actual current demand."*

## Evicting the Shelf-Warmers

By Julius Klein

*Assistant Secretary of Commerce of the United States*

**T**HIS story might well begin with a dose of "bitters," figuratively speaking, of course! Our Department of Commerce men were recently engaged in carrying out a comprehensive study of independent drug retailing. They were examining the operations of an old-fashioned storekeeper whose methods were plainly very careless and slipshod. He was looking over the things on his shelves when he happened to notice about half a dozen bottles of a certain kind of bitters. He paused and ruminated a moment.

"Why, that's funny!" he exclaimed. "Old Jake Diffenderfer used to come in and buy one bottle of them bitters about every couple o' months—and now, come to think about it, I haven't seen Jake in ages, and I just remember this minute that I haven't sold a bottle of the bitters since—since—why, it must 'a' been 'way back in the beginning of 1931."

"Was Mr. Diffenderfer your only customer for this medicine?" the disconcerted druggist was asked.

"Oh, yes," was the reply, "Jake said they was good for his complaint, and I stocked 'em just for him." Suddenly the druggist raised his voice in a

There is no room in the modern retail store for sluggish items. They must move on to make room for goods that customers want.

roar that was intended to (and did) reach his wife in the room back of the store: "Say, Stella, whatever became of Jake Diffenderfer?"

A moment of silence—and then this answer rent the air: "Jake's dead—died more'n a year ago!"

There, in a little tabloid drama, you have an example of one reason why some retail stores fail. This druggist had gone to all the trouble and expense of stocking a line of goods for a single customer—and, through a sad turn of events, his only outlet was now in the cemetery.

Possibly one may say that this was a proof of the druggist's "kindliness," his "readiness to render friendly service"—but from the strictly business point of view it was an evidence of a condition which was potentially deadly. It showed that the merchant did not check up on his stock, did not know what he had, did not eliminate "dead wood," did not concentrate on items that were known to move rapidly and return a profit.

Here is another illustration of that condition, this

time in the grocery field. The proprietor of this grocery store was a woman. Her business had been coasting down hill, and the men from the Department of Commerce were trying to find out why. They went into the basement of her store, where they groped and rummaged and excavated and disinterred. When they got really into the mass of dusty junk, they knew how archaeologists feel when removing the layers of mold from a buried city or tomb. There were no less than twenty-five cases of soap that had never been so much as uncovered! The proprietress held up her hands in amazement; she had been absolutely unaware that this merchandise was there. Fortunately, soap improves with age and the goods were still salable.

Other equally surprising discoveries were made. There were cases of tuna fish of a kind that are commercially extinct at the present time (they have not been caught in years). And, too, there were large quantities of those big No. 10 "hotel size" cans of fruits and vegetables—holding something like a gallon—cans that no individual customer would conceivably think of buying unless he were going to stage a public wedding dinner or to give a party for the fire department. The whole curious collection constituted a veritable "grocery museum."



In still another case, a student of business practices visited a merchant who exhibited, among his stocks, articles that had been on his shelves for more than a quarter of a century and were still awaiting a buyer. One may believe it or not, but the storekeeper displayed these with some apparent pride, like that of an antiquarian "showing off" his treasures.

**T**HESE cases, to be sure, may be considered extreme. They may seem almost incredible. But they actually happened. And they illustrate, most forcibly, the folly of a storekeeper's wasting time, energy, and money—and negligently sacrificing the possibility of profit—by insisting upon carrying lines that are certain, in his particular case, to be slow-turning "shelf-warmers."

This assuredly may be regarded as one of the major problems confronting the retailer of today. Great loss unquestionably arises from injudicious choice and from slack, careless management of the stock of goods carried. It seems regrettably true that too much of the stock of the average small merchant is apt to be dead wood. It does not move. It makes no profits. It is merely an obvious evidence of commercial unwisdom; it requires prompt action.

I cannot too strongly emphasize the fact that any merchant who is striving for success with true determination should make a drastic check-up of the items he has been handling. If they prove to be slow-moving and unprofitable, he should have no hesitation whatever in eliminating them. Nor should he permit himself to be deterred from such action by any false pride in "carrying a complete line" or "always being able to supply a customer's wants" (no matter how exceptional or

*"... a student of business practices visited a merchant who exhibited, among his stocks, articles that had been on his shelves for more than a quarter century and were still awaiting a buyer."*

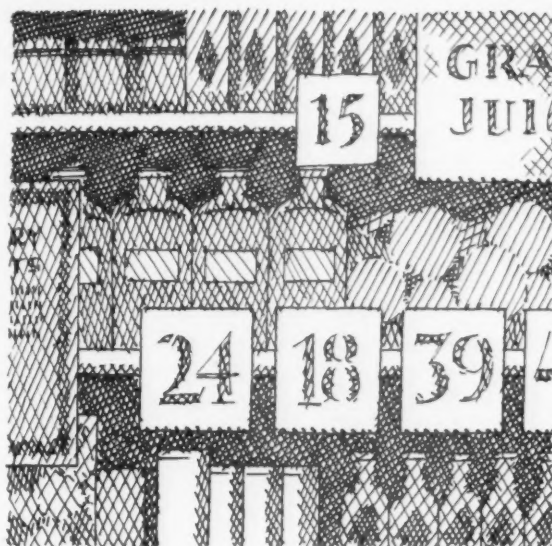


eccentric such wants may prove to be). Of course, this principle must be qualified in certain specialized lines, but, in general, a merchant's shelves should be stocked for action—for a reasonably rapid turnover—with the merchandise nicely adjusted to the actual current demand.

Many retailers have been finding, to their great gratification, that they can make considerably more money than they have been making, by ruthlessly wielding the pruning-knife on the number of lines carried, or by effecting changes and readjustments in the character of the lines. The principle of the thing is simple enough, but it may bear reiterating. The question rests upon the relationship existing between turnover, on the one hand, and overhead and other operating costs, on the other.

As many readers of THE ROTARIAN doubtless know, the United States Department of Commerce not long ago completed (working always in close co-operation with the private interests involved and, indeed, financed largely by them in any such special investigations) a thoroughgoing study of the wholesale and retail grocery business in the city of Louisville, Kentucky. More recently, and in similar manner, an even more comprehensive survey of the drug-store business in St. Louis, Missouri, has been made. With special reference to the Louisville survey, our analysts have expressed, in elementary terms, the vital factors in this situation with respect to rapid turnover. Without essential modification, I shall give you their conclusions here.

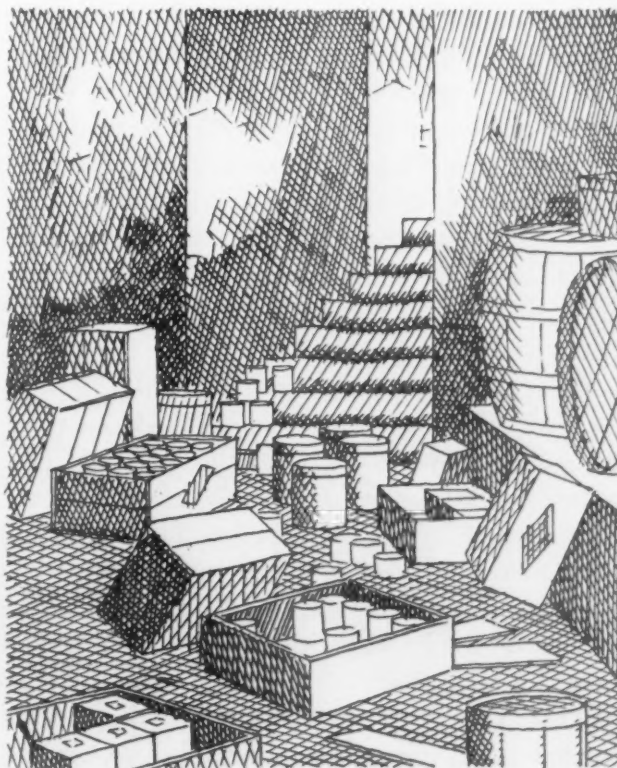
In the Louisville survey, turnover was figured by dividing the cost of goods sold by the average inventory investment. For instance, you take \$20 of your store capital and buy coffee. In the course of a month you sell the goods for \$25. Result: You



"... the wise merchant shuns the items that Potash and Perlmutter were so fond of calling 'stickers.'"

have received back your original \$20, ready for reinvestment, and you have \$5 in addition as gross margin from which to deduct expense in order to find your net profit on the deal. If you repeat this transaction each month for a year, the gross margin gained has climbed from \$5 to twelve times \$5, or \$60. On the other hand, what if your stock, instead of moving smoothly, loafs on the shelves, gathering dust for as much as six months at a time? Instead of \$60 gross margin on your investment, you ring up a slender \$10, not considering any loss from deterioration.

The thing seems as simple and as inevitable as the multiplication table; but it is little short of amazing to note the number of smaller shopkeepers who ignore the grave implications of this very elementary problem. Whether turnover is fast or slow, whether goods are sold or slumber in peace, the charges for rent, heat, light, insurance, interest, stock care, and other items of overhead run right on. Selling and handling costs on each item may vary with sales, but overhead ticks ahead [Continued on page 45]



"When they got really into the mass of musty junk, they knew how archaeologists feel when removing the layers of mold from a buried city or tomb."

A warm heart enclosed within a frigid shell. There are men like that. George Comstock of Ranesville was one. You too, might know him.

## The Talent

By Frank A. Russell



Illustrations by  
Stuart Hay

**G**OSH, I have to laugh every time I think of ol' George Comstock and Ed Price. Yes, sir, George had us fooled to rights them days. And it wasn't "George" either. It was "Mr. Comstock."

I guess strangers think this town's just another o' them hick places where th' big expresses don't even hesitate an' th' locals hiss us all the time they wait in the depot, but let me tell you that Ranesville's got all o' 8,000 people, half of 'em in the last four years. If that ain't up and comin', you must be fr'm Noo York or Chicago where they count all the strangers passin' through an' then brag about th' total.

I been barber in Ranesville fifteen year, ever since th' boss started. I seen the city grow and I seen this joke on ol' George Comstock from th' day it begun as a grin, you might say.

George was the big man of the town—still is, in fact, an' gettin' bigger. He built himself a factory away out on the edge o' town so's its smoke wouldn't worry the city none when it come to be a city—his city. Soon he run up that fine big house y' see as you drive in fr'm the North. Pretty lonely for him out there after his wife died, an' Marjorie away t' boardin' school, but he stuck it out. Nobody felt much sorry for him, either. Y'see, George Comstock gave out nothin' to the town but wages. Y'd think smiles come a nickel apiece t' see th' way his lips closed up

on 'em. People 'd say 'good-day' to him on th' street, an' all they'd get was a stare.

Mind you, he was good for the town. When he built that big five-story concrete buildin' y' see in that next block, an' put in th' first elevator Ranesville ever saw, we all knew he was a big-time man with big-city ideas. He ran th' bank, an' the biggest store an' made money out of them, but still, if you get what I mean, he wasn't worth anything to Ranesville outside dollars an' cents. Seems t' me towns can be stuffed shirts as well as men, an' a place, even a fine, big, prosperous place like this needs somethin' more than a swell five-story buildin' an' a Ionic front to her bank to make her mean anything more than a place on a state map or a railway time-table.

**I** GUESS it was thinkin' like that that got my boss an' young Ed Price to figurin' out how they could get one o' these here Rotary clubs started.

Ed had a drug store here then, not the big one—that was run by George Comstock—but a little place where folks used t' go for an ice-cream soda an' a wise-crack, Ed providin' th' latter. He was a young, good-lookin' boy, risin' twenty-five, with the smartest line o' comebacks I ever heard outside a drummer. Only one thing 'bout Ed I didn't like. He shaved himself. Still an' all, there was no harm to him.

I guess th' whole o' the youngsters in Ranesville High School, female ones I mean, reckoned they was in love with Ed, but he just laughed at them, an' fed them ice-cream. He sure cashed in on love, that boy, without takin' a single tumble himself—until Marjorie Comstock come home fr'm school.

She breezed along one day for some pop—but th' pop was in Ed's heart. Did he fall? I'll say he did, an' pretty soon Marjorie was drivin' him all over th' place in th' smart roadster she'd brought from school. Smart as a whip, herself, that gal, an' pretty as paint. Everyone begun t' wonder what th' old curmudgeon at th' Bank would say. He seen what was goin' on all right, but he didn' let out a peep. Looked like he wouldn' even let out a holler without security.

I seen Marjorie and Ed pass him one day in the roadster just in front o' th' Comstock Buildin'. I'll swear th' old feller saw 'em—he never missed a thing, but that steel trap o' his was closed so tight it just folded over on itself. What a swell poker player he'd ha' made if he'd been human enough to play!

Still, George was doin' his own thinkin'. One day he walked into Ed's drug store. They was three girls havin' Angel Kisses, a drink Ed invented. Th' kids gulped th' stuff down when they seen th' old man, an' beat it.

"Can I have a word with you, Price?" Comstock growled, an', without waitin' for even a nod, he stalked inside the door o' th' dispensary.

"What's this place worth t' you?" was his next question.

Now Ed wasn't makin' anything more'n a livin' with the store. He had t' pay a dispenser; he give

away as much as he sold, an' he had the opposition o' the big swell drug-store Comstock owned. But Ed was a salesman. The boy had a head.

"Why th' idle curiosity, Mr. Comstock?" he came back.

"I'm buying it," th' old man told him, sour as a crab-apple.

"You're buyin' if I'm sellin'," Ed grinned, "an' I don't know that I can bring myself to part with this stock. I've known it a long time," he joked on. "That weighin' machine was just a young pair o' scales when I come here first."

"I'll give you three thousand dollars if you're out of here by Friday," snapped old George.

"You've bought a fine, upstandin' business, Mr. Comstock, an' I hope you make a great success in this town," Ed told him, like a father talkin' to a son.

"I hope you make a success in some other," Comstock said, mad as a wet hen. That's how Ed Price come to go out o' business—temporary, so to speak.

None of us saw much of him for two weeks or so. I guess even Marjorie didn't know what he was up to. She moped about plenty. Ed had taken his money and vanished, an' no one was glad but th' old man who'd broken off the love affair.

Pretty soon we had somethin' else to think about. A corner lot just opposite th' Comstock Buildin' had been bought, an' men began to shift dirt, diggin' big cellar contraptions that got us all guessin'. Then a buildin', catty-cornerwise, begun t' go up, an' men fr'm th' city came with these here gas pumps—first Ranesville ever saw. They attracted plenty o' atten-

*"An' pretty soon Marjorie was drivin' him all over th' place in th' smart roadster she'd brought from school."*







"'What brings you back?' Tom Hitch, th' liveryman, asked him."

tion. An' then, we got a surprise. On th' twelve-fifteen one day Ed Price breezed in, dressed up to th' nines, an' carryin' a grip made o' real leather.

"What brings you back?" Tom Hitch, th' liveryman, asked him.

"Business, Tom," Ed answered, "an' th' sooner you sell them spavined things what used to be hosses, an' learn t' drive an automobile, th' sooner you'll be right-hand man to Edward Price, Garage, Oils and Gasoline. Service Guaranteed."

Can you tie that? Ed had bought that block with old Comstock's three thousand dollars, an' was back in th' old home town. How's that for smartness? And he'd gotten him a business that had no competition either. Pretty smooth, with the new state road comin' clear through Ranessville. He'd gotten himself a local agency for one o' these here new makes o' autos, too.

It was when he was away that Ed got this Rotary idea. Soon's he come back, he started in to sell it to my boss, who was a big readin' an' thinkin' feller, name o' Anthony. Pretty soon they talked to Jim Allardyce, at the town libery, an' th' three of 'em went round to see Doc Willard. I guess they sort o' cottoned on to the idea, because Dr. Edmonds, the

Congregational pastor, preached a sermon one Sunday on this here idealism, an' the duty o' fellers in a big town like Ranessville to give out more, an' he didn't mean dollars.

He told 'bout that Bible feller, th' guy that took his money an' buried it in th' earth durin' a depression in wherever it was, an' Dr. Edmonds called him a sucker for not jammin' it into a bank an' gettin' interest. I just didn't get that part, me reckonin' that the Bible guy wasn't such a sucker after all, but the parson pretty soon changed his tune, an' 'stead of money he said the thing men was pretty apt to bury out of sight was their talent for friendship an' understandin'—the things this Rotary stood for, so I knew they'd been talkin' to him.

Well, sir, they soon got everything fixed. It was all arranged that a guy should come down from th' big Rotary club at the Capital to tell 'em all 'bout it, an' start 'em right. They made a list o' names. I was on th' inside, y' might say, bein' so much with th' boss, who begun it with Ed Price. That's how I got to know how they was all steamed up 'bout George Comstock.

"Anyone less fitted for Rotary I don't know," my boss said to Ed.

"Why, Rotary was made for people like old Comstock," Ed objected.

"I DON'T see how we can pass him up," the boss admitted, "bein' as how he's the biggest man in town, but can you imagine that old crab at a Rotary lunch listenin' to practical idealism?"

"Dunno 'bout that," Ed come back, "but I know we gotta have someone t' practise on, an' it's gonna be th' ol' man. If we can get t' love him, it's gonna give Rotary such a boost it'll become a political ticket."

Well, sir, they asked him. They had to. Th' club got started, an' ol' Ironsides got a whoppin' big white an' blue saucer for his coat with his full name on it, an' his classification an' "George," so's they would know his pet name. But did they call him by it? No, sir. When those boys met for lunch, it was "Bill," and "Harry," an' [Continued on page 48]

# Rotary's Four-Lane Highway

By Chesley R. Perry

*Secretary of Rotary International*

**W**HAT is the program of Rotary? It is to impress and to express the ideal of service.

It is to impress each individual Rotarian with the ideal and with the fact that there is an opportunity for him to serve in his club, in his vocation, in his community, and in international relations.

He must, however, not only know, but he must *do*. Therefore, our program seeks to cause him to express himself—to manifest his ideal of service as a motivating force in his life.

Each club president and board of directors will recognize the situation. It calls for a division or delegation of responsibility.

Someone in the club must make it his or their business to see that every member understands, and acts in accordance with, his opportunity for service in the club administration—in the arranging of meeting schedules, in the providing of entertainment, in the promoting of attendance and fellowship, in the editing of the club publication, in the reception of visitors, in presiding, in record keeping, etc.

Someone likewise must have responsibility for reminding the members of their opportunities for service in their vocations, and someone else with regard to the opportunities for service in the community, and someone else with regard to the opportunities which are at hand for service in international relations.

Experience has shown that the best way for a club to organize itself to travel this four-lane highway is to have a committee to supervise or promote those club administration activities which have been mentioned, another committee to promote interest in service in one's vocation, another committee to promote interest in service to the community, and a fourth committee to promote a fraternal interest in the peoples of other countries.

The four committee chairmen who are responsible for these four phases of the Rotary service program and the president and secretary of the club should sit down and plan how each phase of the Rotary service program should be impressed

A clear and concise explanation of the purposes and methods of Rotary's Aims and Objects Plan from the international secretary.

upon the members—with a proper balance maintained in regard to the number of club meetings devoted to each phase during the year, in regard to the amount of money that is to be spent in promoting each phase, in regard to the assignment of the members of the club to participation in evolving and developing the whole program.

If any club is being conducted in the foregoing manner it has adopted the essence of the Aims and Objects Plan.

Those things which a member does in the administration of the club we call club service, and they are a true inward expression of loyalty to the club.

Those things which a member does in vocational service, or community service, or international service, are outward expressions of his devotion to the ideal of service, and they are also an outward expression of what the club stands for in its city, in its nation, and in the world.

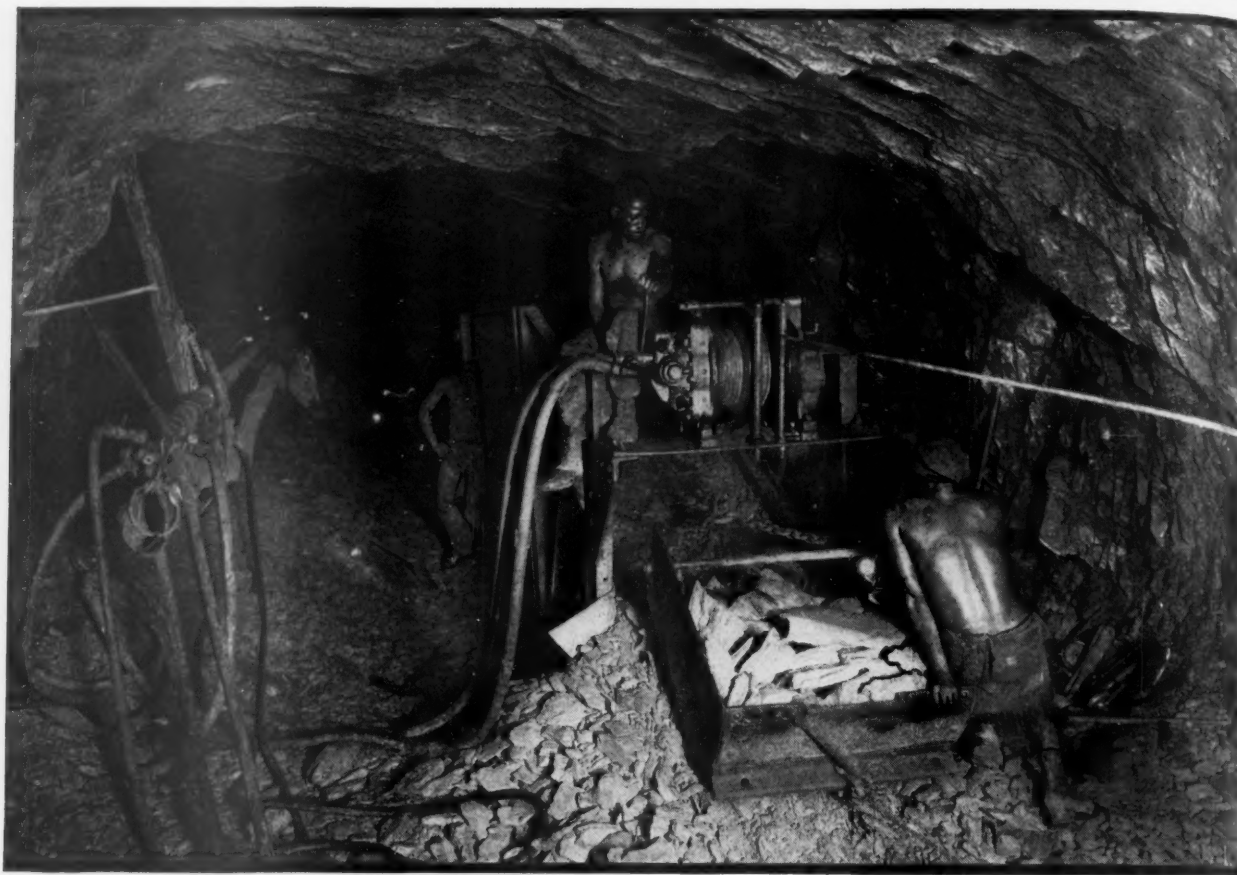
**E**ACH of these three phases has a program, which from time to time should be made known to the members of the club and to others outside the club.

Let us understand the Rotary vocational service program, and then let each individual Rotarian do something in his own business and in his craft to make that program effective.

Likewise, let us understand the principles of our community service program and then let each individual Rotarian (and sometimes the members of the club as a group) do something to make that program effective in the community.

Let us understand what we have in mind by our international service program—and then let the members of the club do something to make that program amount to something in the world.

Let us get on with the program of Rotary and thus accomplish our objects!



*Mechanical power supplements old-fashioned brawn in clearing the stopes. The ore is hoisted to the surface, where it is crushed to a slime and the gold is extracted by chemical processes.*

## Africa's Golden Hub

By S. M. von Klonowski

**I**F THE many safeguards adopted by civilized nations when threatened by sudden economic upheavals, none is more instinctively invoked than those that protect its gold holdings. But whence comes all this gold, which normally is the basis of exchange, and which is so jealously hoarded in the face of any national danger?

In some vague sort of way most of us know that at the present day the United States and France hold approximately thirty-nine per cent and twenty-three per cent, respectively, or together some sixty-two per cent, of the entire world's gold supply. Perhaps some of us know, too, that more than one-half of the world's total annual production of gold comes from the South African gold fields.

But few of us have any intimate knowledge of how this gold is dug out of the earth, or of the lives

Native dances lend a weird note to mining on the Witwatersrand, whence comes half of the world's supply of precious yellow metal.

of the thousands of workers who toil, year in, year out, to bring this precious metal to the surface.

The gold industry is South Africa's chief industry. The gold-bearing formation of the Witwatersrand, which was discovered in 1886, extends roughly along a narrow strip of land, some sixty miles in length, from Randfontein in the west to Springs in the east. Johannesburg, the principal city, lies approximately in the center of the field.

To the traveller who is visiting the Witwatersrand gold fields for the first time, the sight is most unique. Approaching Johannesburg by train either from Germiston on the east, or Randfontein on the west, he suddenly sees looming from the horizon huge



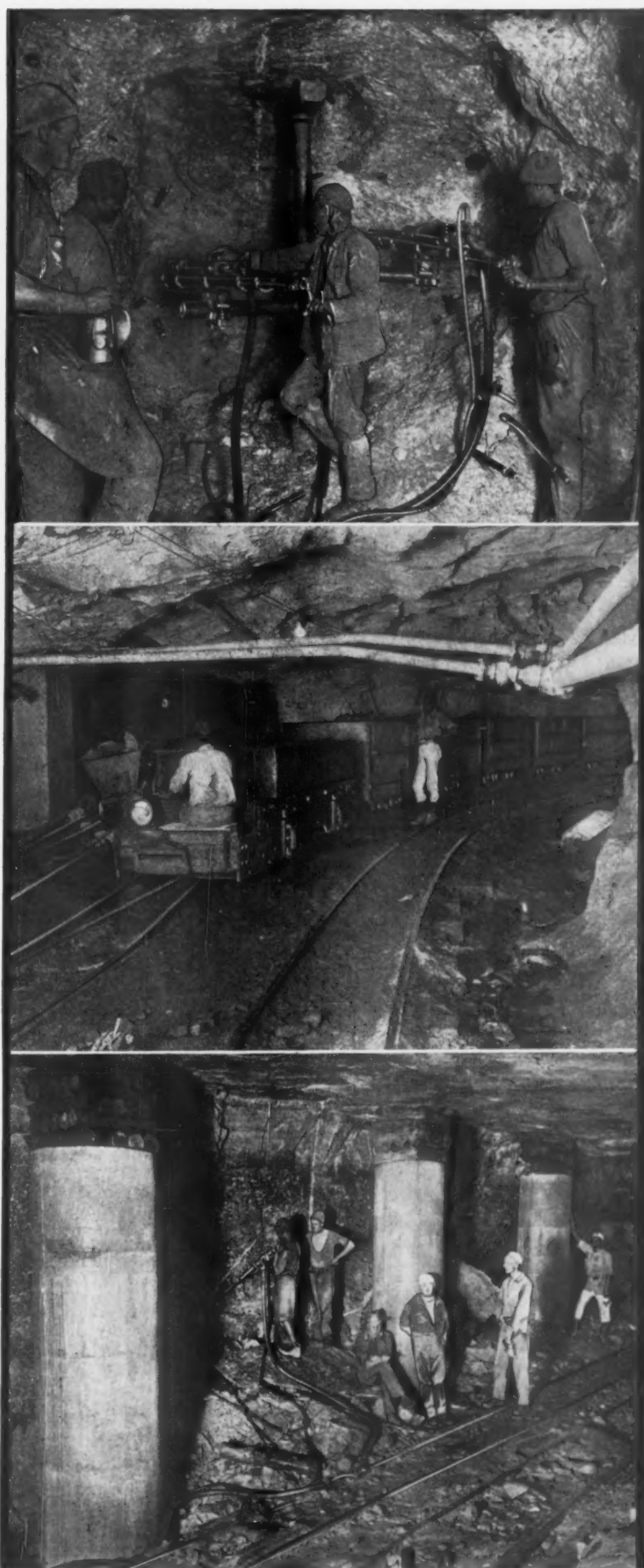
heaps of white sand, some of them several hundred feet high, formed by years of deposits of crushed ore after the gold has been extracted. Soon the train is winding through a perfect labyrinth of wood and iron structures, great trestles supporting pipes and machinery, large cyanide tanks, tall head-gears surmounted by cables and swiftly revolving wheels, and numerous trolleys moving automatically in continuous procession up and down the huge white dumps. There is a roar like that of distant thunder; it comes from the pounding stamps of the battery houses.

Congregated around the shafthead are groups of white miners and long queues of natives awaiting their turn to descend into the bowels of the earth, as the large steel receptacles, known as "skips," are hauled to the head of the mine shaft and disgorge their human loads just coming off shift.

There is a fascinating story in the life of the South African miner, white as well as black—the conditions under which he works, his chief amusements and recreations, and the steps taken by the mine authorities for his general well-being. He is today amongst the best paid in the world. Union hours of labor prevail and he is well housed and cared for. Due to the unique location of the mines, centered, as they all are, around Johannesburg, the "hub" of the South African continent, he need experience no lack of outdoor or indoor recreation and amusement.

To the native miner, the Johannesburg gold fields are a bonanza. Coming from his native "kraal," penniless,

*The native workers, as they toil together, chant weird tunes to the accompaniment of the putr-rr-rr of compressed air drills (top and bottom) or the rumbling of ore cars. Note the overhead pipes (middle). The natural heat of the great depths is made stiflingly humid by water used to keep the dust down, thus rendering artificial ventilation necessary.*



raw, and ignorant, he is immediately in a position to earn what is to him a fabulous wage. Within a few years he has accumulated sufficient capital to buy land, cattle, and wives to work for him, as will enable him to live in comfort for the rest of his days.

**N**EVERTHELESS, the South African miner's task is, of course, no easy one. The underground worker, European as well as native, has to toil under conditions that are probably as trying as those found in any other of the world's great mines.

He begins his day's labor by entering the skip, at the head of the mine shaft, being jammed into it with his fellow-workers in a manner somewhat reminiscent of a New York subway crush during rush hours. The skip filled to capacity, a bell rings, and in a moment the human load begins its descent into the earth with the speed of an express elevator. The main shaft, along which the descent is made, is either perpendicular or inclined. At various levels are smaller horizontal tunnels along which run small trolley lines for the entire length of the excavation.

The heat increases in proportion to the depth reached, the rock temperature tending to rise approximately one degree Fahrenheit for every 220 feet of depth. Some of the deepest mines on the Witwatersrand, such as the Village Deep and City Deep, extend to more

than 7,000 feet below the surface. Air temperatures, due to heating from the rock, are thus very high and elaborate systems of ventilation are necessary. The general condition of the air is rendered very bad due to its high relative humidity which frequently approaches 100 per cent. This latter state of affairs is due to the fact that it is necessary to spray continually with water the rock broken in mining operations in order to allay the fine dust which is the source of the dreaded disease known as "Miners' Phthisis."

Arrived at their particular [Continued on page 54]



"One of the most unique sights within a compound is a native war dance. . . The orchestra consists chiefly of rows of musicians playing what is popularly called a 'kaffir piano' or . . . the 'Malimba'."

Typical surface works of a Johannesburg mine. The crushed ore is treated in the cyanide tanks in the foreground. A white sand residue dump is visible in the right background.

# A Blue-Print for Tomorrow

By George W. York

Illustrations by F. V. Carpenter

IT SEEMS to me that within the present generation there has come to Man the most glorious happening in all his history. It is that he is now able to produce goods not only adequate to his needs, but for his luxuries and, maybe, a surplus. This event has been looked forward to by Man from his beginning, but now it is a reality. For the first time in all his experience, Man has the privilege of becoming master of the circumstances that envelop him.

All competent thinkers, I believe, agree that Adam Smith's "Wealth of Nations," and Malthus' writings on population provide a correct economy for the period antedating 1776, an era in which Man was unable to produce in terms of goods a sufficient quantity to care for the ever-increasing population. That was a period of want or poverty. It would seem, therefore, that a formula descriptive of the period written of by Smith and Malthus might be stated thus: In terms of economy, Man lived in the animal-power age, and, in terms of society, in the age of want.

In 1769, James Watt received his first patent on a condensing steam engine. Since then the quantity of energy produced by the steam engine and its derivatives, the electric motor and the combustion engine, and others, has grown at a tremendous rate. Some authorities have placed the amount of energy now available to the people of continental United States, for example, as high as 20 H.P. for each inhabitant, which, otherwise stated, would be equal to about

Isn't it time, asks the author, for business men to take a hand in re-shaping the economic order to fit new power-age conditions?

150 slaves in terms of work. Estimates of the so-called technocrats are even more astounding.

Such energy has, it seems to me, enabled Man to produce in terms of goods a supply sufficient to his needs and, perhaps, a surplus, and this to such an extent that we are now hearing about over-produce-



"... the period antedating 1776, an era in which Man was unable to produce in terms of goods a sufficient quantity to care for an ever-increasing population. That was a period of want . . ."

tion in every line of business endeavor. If this be actually true, we have arrived at a new economy which is popularly called the machine age. I would prefer to call it the power age because we have not only the animal power which was available in the



period written of by Smith, but also the machine power of popular reference. So it would seem that the formula for the present age might be stated: In terms of economy, Man lives in the power age, and, in terms of society, the age of plenty insofar as goods go. .

We thus have the privilege of setting up the contrasting formulae: (1) The animal-power age of man, in terms of economy, and, in terms of society, the age of want or poverty. (2) The mechanical-power age of man, in terms of economy, and the age of plenty in terms of goods.

Such statements suggest this momentous question: *Is the thinking and acting which was appropriate to the animal-power age of man appropriate thinking and acting for the mechanical-power age of man?*

The answer, it seems to me, is: "No." I have checked my judgment by presenting this question to a number of men of good intelligence and have kept a memo-

randum of their answers. Out of sixty-six, sixty-five were "No," and but one was a "I don't know."

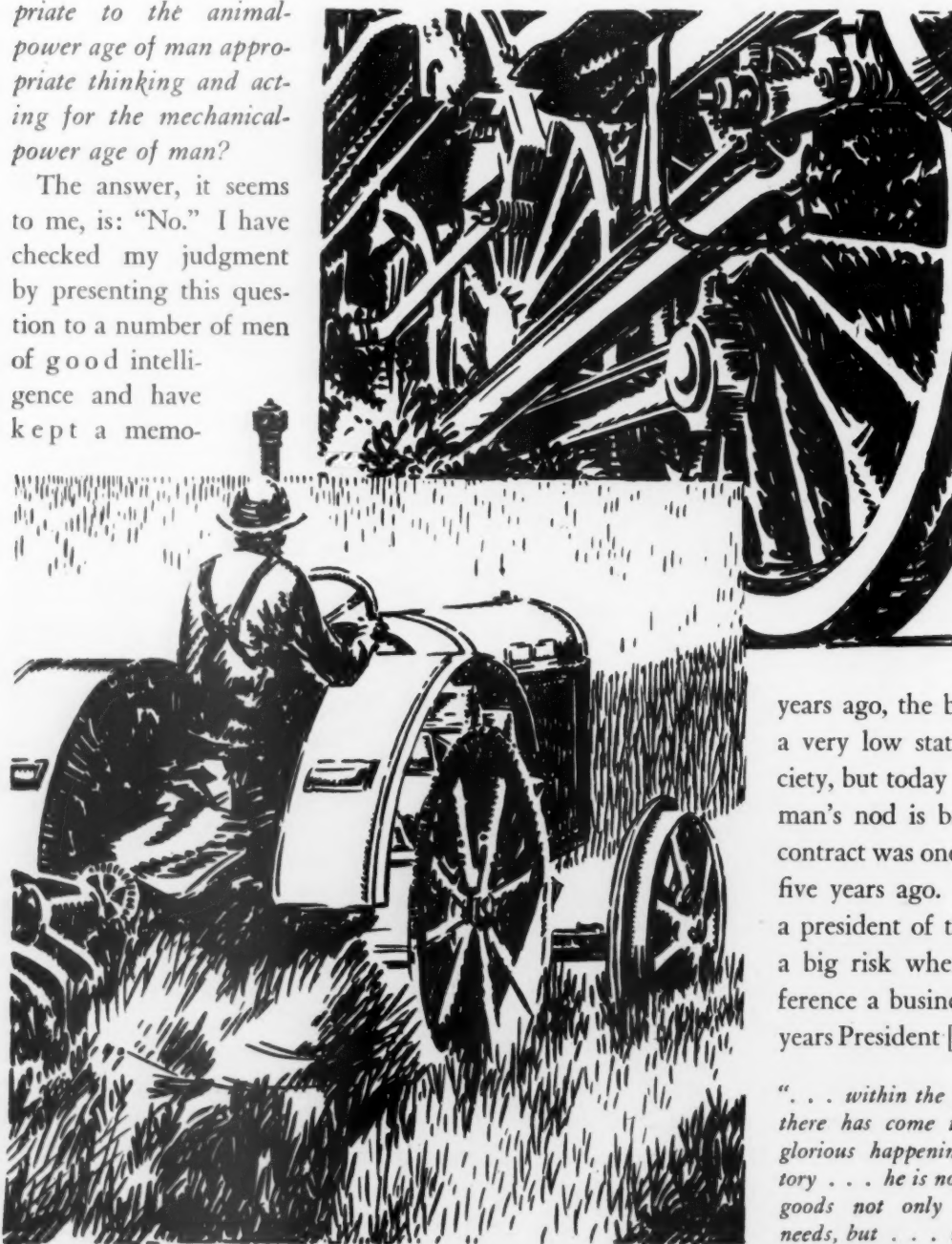
If our analysis of the effect of these two economies upon society, namely, "want" in the first and "plenty" in the second instance, is correct, it becomes obvious that appropriate thinking and acting in our present situation lies in an opposite hemisphere of thought from that which was employed in the conduct of business in the animal-power age.

Let us examine what seem to be signs of evolutionary processes looking toward and suggesting a probable formula for thinking and acting for the mechanical-power age of man. These might readily be likened to the healing processes in the animal

and vegetable kingdom. Everyone has observed how promptly Nature sets at work all of its defensive powers to aid in healing wounds; so Man both consciously and subconsciously does—and should—set at work his forces for the healing of his business wounds. Several of these processes merit our thoughtful attention.

Two hundred years ago, the business man occupied a very low status in the scale of society, but today a worthwhile business man's nod is better than his written contract was one hundred and twenty-five years ago. Even forty years ago a president of the United States took a big risk when he called into conference a business man, but in recent years President [Continued on page 43]

"... within the present generation there has come to Man the most glorious happening in all his history ... he is now able to produce goods not only adequate to his needs, but ... maybe, a surplus."





# One Tongue for All Men?

By **Wilfrid Andrews**

*Director of Rotary International*

**T**O all who are called upon from time to time to conduct international negotiations or to take part in proceedings of an international character, the need for a means of conveying thought to the other person and of receiving a correct interpretation of his ideas is apparent. This is a need which is obvious to an ever increasing number. Scientific and mechanical progress of the past few decades has brought people of varying tongues in touch with each other more than in all preceding history.

Prior to say fifty years ago, international conferences were held at the rate of less than one each year. Now more than 300 are held annually, and in every case the problem of understanding the other person has to be met. Usually it is done by adopting one or more official languages, sometimes by mechanical means, but almost always by measures involving translations and interpretations which were described by the late President Woodrow Wilson as the "compound fracture of an idea." But by whatever means the problem is attacked, many persons are inevitably left without a true interpretation of what has been said.

As has been very truly said by Professor Otto Jespersen:

We have statistics showing the amount paid in customs duties on material wares, but no statistics are available to show the fantastic sums and the fantastic length of time spent every year on translations from one language to another. The burden of intellectual customs duties is undoubtedly heavier than that of material ones.

But whilst the difficulty is confronted and to some degree met by those who gather together in an organized way, by that large number of people who avail themselves of the highly developed facilities for travel and international intercourse, the difficulty has to be tolerated. There is no organized expression of their difficulty, though it is very real and in the

Radio and travel make frontiers porous. Ideas and men pass freely from one land to another—accentuating anew the problem of language.

aggregate very large—to say nothing of the misunderstandings arising from misconception on the part of the traveller and which all too frequently expresses itself in a misinterpretation which robs intercourse of its finest asset, and, indeed, sometimes renders it an unfortunate experience.

**A**MONGST the body of people acknowledging the need for a uniform, universal means of conveying thought by means of the spoken and written word, there is the question as to whether the acknowledged medium shall be a live or a constructed language. There is, however, much division on this question. Those who advocate a constructed language defend their view by stating, "Being equally foreign to all its users, a constructed language cannot be used as the medium for any national traditional expressions." They contend national languages to be the protectors of particular national interests almost to the point of being somewhat of a detriment to international thought.

On this point Professor Edward Sapir has said:

The attitude of independence towards a constructed language which all national speakers must adopt is really a great advantage because it tends to make man see himself as the master of language instead of its obedient servant. A common allegiance to a form of expression that is identified with no single national unit is likely to prove one of the most potent symbols of the freedom of the human spirit that the world has yet known.

It is asserted that a well-constructed international language is more easily learned than a national language. It is also asserted that national jealousies render it inadvisable that one of the existing national languages should be

officially recognized as the means for international communication.

Again to quote Professor Sapir:

Who knows to what extent the discreet utterances of foreign visitors are really due to their wise unwillingness to take too many chances with the vagaries of a foreign language. It is, of course, not the language as such which is sinned against, but the conventions of fitness which are in the minds of the natives as the custodians of the language.

Even if agreement were reached in favor of a constructed language, there would still remain the task of deciding which of a number, if any, to adopt. No real progress can be achieved until these two questions are settled, and it is possible the former will be more readily answered when a greater means of unanimity is assured as to the latter.

There are today some six or seven constructed languages, each with a measure of support, Esperanto among them. It has by far the larger number of adherents, but upward of one hundred different languages have been created during the past three centuries. A bibliography compiled for the "Unvesala Esperanto Asocio" by P. G. Stozans contains some 6,000 entries of which over 5,000 are references to books, etc., on and in international languages. The task of deciding *which* is no easy one.

It is gratifying to know that effort is being directed towards a measure of unanimity sufficient upon which to base a confident appeal to all organizations interested, to assist in an organized international effort for progressive action. In this connection the work of the International Auxiliary Language Association is particularly interesting. Among the purposes of this organization appearing in its charter are the following: [Continued on page 43]

# The ROTARIAN

Published Monthly by

ROTARY INTERNATIONAL

211 West Wacker Drive, Chicago, Illinois, U. S. A.

## Editorial Comment

### The Rotary Formula

**J**UST twenty-eight brief years ago this month of February, Rotary came upon the scene. It was then little more than the *idea* of service-through-fellowship, clothed in the experimental technique of associating men of dissimilar vocations at weekly meetings. Fundamentally, Rotary has been altered little since; but it has developed. Secretary Perry's lucidly stated "Rotary's Four-Lane Highway," elsewhere in this issue, documents the growth of the original concept to a four-fold program of Club, Community, Vocational, and International Service, each drawing breath of life from principles formulated during those first few years.

Good fellowship and the desire to serve are easily translated into terms of Club Service. Boys' work and crippled children welfare activities demonstrate the readiness with which the formula is applied to Community Service. Frequent admonitions to observe the Golden Rule in business show that its relation to Vocational Service is at least understandable. But what of Rotary's newest lane, International Service?

Critics charge that here Rotary must fail, that no matter what success the movement's other efforts may have, Rotary will be ineffective when unseen men in other lands become rivals and economic tensions crystallize in international issues.

Is this true? Will 1933, the twenty-eighth year of Rotary, see the old formula—that has brought local business men together in luncheon-table friendliness, built boys' camps and crippled children hospitals, inspired a hundred business and professional codes of ethics—prove powerless against the impact of national feeling running amuck?

To acquiesce is to forget what has made Rotary great. Sir Arthur Salter wasn't thinking about Rotary when he wrote the following, in *Foreign Affairs*, but he might well have been referring to this movement. He says:

Among all the fundamental conditions that make for peace, the greatest is the existence of counteracting forces that will come into operation when any momentary folly of those who control policy threatens war. So long as a large proportion of the people of each country feel that their interests are involved with the fortunes of other countries, and depend upon peaceful relations with them, there will be an automatic resistance to any dangerously nationalistic policy. For this reason it is better that men should think of themselves more in terms of their occupations, professions, and businesses, and meet the nationals of other countries on that basis; and be less conscious in all their activities of their differences as Englishmen, Germans, or Frenchmen.

The identification of all the interests and activities of a country with its political sovereignty, and the political authority which controls its armed forces, is the greatest of all the ultimate dangers. On the other hand, when the citizens of different countries meet on a basis of common interest that transcends or cuts across national frontiers—whether they are scientists, or schoolmasters, or financiers, or industrialists, or trade unionists—and when organizations develop on lines determined by their special purpose . . . and draw members indifferently from every country, the basis of international relations is broadened and international amity no longer rests on purely political foundations.

That, in effect, is the Rotary way. It recognizes that universal peace will not descend upon this earth by a miracle. Nor by a law. Nor by a treaty. It is predicated upon the belief that no effort is wasted which prepares the hearts and minds of men to accept the reality of the fact that from every point of view, economic as well as humanitarian, peace is more to be desired than war.

### Another Birthday

**F**IVE years to the month after Paul Harris got his little band of Chicago friends together in "rotating" meetings at their various offices, another movement was launched in America, more auspiciously, however. It was the Boy Scouts, an importation from England where it had been hatched in the boy-understanding mind of Sir Robert Baden-Powell.



Scouting has thrived in the United States, each year enrolling close to a million boys. Rotarians will be interested to learn that Boy Scout Week, February 8-14, will be especially notable this year in that it will call attention to a ten-year program of development designed still further to extend Scouting advantages. Scout officials hope that by the close of 1942, one of every four adult male citizens in the United States of America, will have been a four-year Scout-trained man.

## Salvaging Idle Brains

THE spectacle of a professionally trained man shovelling snow from the streets or doing other work which, because he is unfitted for exposure, jeopardizes his health, is not an uncommon one these days. As an alternative to the take-it-or-leave-it attitude towards these white-collar men, a plan has been evolved in Philadelphia which conceivably might be adapted to other professions.

Under sponsorship of the Engineers' Club the Philadelphia Technical Service Council has been organized with representation from twelve national engineering societies and the state employment commission. Without charge, the council's four divisions—placement, field contact, publicity, research—endeavor to bridge the difficult gap between the professional technical worker and the job. There's nothing new in the plan, probably, but it seems to be getting beneficial results for employee and employer.

## Technocracy-Bound?

OVERLOOKING the Hudson River, hardly more than a century ago, an old farmer sat and scoffed and hooked his finger at a queer-looking contraption built by a chap who had unsuccessfully studied to be an artist. A steam-boat it was called.

"She won't move. She won't move," he reassured his companions.

Presently, the craft began to roar, spouting smoke and sparks. The paddle wheels turned—and the boat sluggishly plowed forward. Robert Fulton's "Clermont" was writing history. The old farmer's jaw dropped for a moment. But only for a moment.

"She won't stop," he cried. "She won't stop!"

Many men today, alarmed as new machines crowd more laborers into the streets, are repeating the sentiment of the old scoffer in these words: "Will the machine age overwhelm us?"

One school of thought would junk the machine and turn the clock back to the time when great-great-grandmother carded and spun and knit the wool that went into great-great-grandfather's socks.

But far more numerous are those who, like Dr. Alberto Pirelli, whose "The Machine: Slave or Monster?" appeared in the November ROTARIAN, not only accept the machine as inevitable but as a positive aid to progress. To this more numerous group, the important question of the day is: How can the new mechanical tools, developed in the laboratory and draughting room, be made an aid rather than a menace to society?

Soviet Russia has its ideas on the matter. Gerard Swope's plan has its adherents. Within the past few weeks, "technocracy" has been widely discussed from barber shop to lecture hall. "A Blue-Print for Tomorrow," elsewhere in this issue, presents "a program for business" in the nature of a reply to technocrats. Other plans and programs have been proposed; and the end is not yet. From it all, we are optimistic enough to believe, there will emerge, in time, trends that will set the direction in business and industry.

## On Club Health

AT Belvidere, Illinois, a city of 8,000, is a Rotary club that has a sparkle in its 'ee and a spring in its heel. Chat but a moment with any of its members and you will find every evidence of Rotary health. Yet, if your questions penetrate the first line of acquaintanceship, you will learn that less than a year ago there was candid talk of turning their charter in. Membership had ebbed to twenty. Then, something happened.

"We simply decided that we, ourselves, couldn't afford not to have the weekly meetings," one of the members explains. "So we went to work. Though it was said we couldn't get more members these times, we got eight. Fine fellows they are, too. And the spirit of the club was never better than now."

Belvidere is, there is reason to believe, typical of a steadily increasing list of clubs. There's the one at Lodi, Ohio, for example; it has a similar story of adding a leaven of younger men. And at Anderson, South Carolina, aggressive leadership has within eighteen months expanded the roster from thirty-three to seventy-six, a 130 per cent increase.

Such records would indicate that good but overlooked Rotary material exists in almost every community, awaiting but the pick and shovel of desire and effort to discover it. Perhaps Rochefoucauld was right when he said, "All generalizations are false—including this one," but few Rotarians will rise to dispute the statement that a proof of health in a Rotary club is growth—or, at least, replacement of members lost.

Five thousand pairs of shoes have been repaired by "cub" cobblers of Chester, Pennsylvania, in recent months. This activity, one of several initiated and supported by local Rotarians for boys in the slum districts ranging in age from eleven to seventeen years, has supplanted the work of the club at the Juvenile Court.



Photo: P. J.

## Rotary Around the World

—a regular feature of THE ROTARIAN to which newsy contributions on any phase of Rotary club activities are always welcomed by the editors.

### Belgium

#### Aid Cripple

LIÈGE—Through the intervention of Liège Rotarians, competent medical examination and remedial treatment are being provided for a crippled child.

### France

#### Honor Historian

BLOIS—M. Gabriel Hanotaux, noted French historian and member of the Académie Française, has accepted honorary membership in the Blois Rotary Club.

#### Opera Aids Orphans

NANTES—Funds for a local orphanage were raised by Nantes Rotarians at an evening fête where Offenbach's opera, "The Tales of Hoffmann," was presented.

### Czechoslovakia

#### Student "Coöp"

MLADA BOLESLAV—To provide needy students with suitable food, Rotarians of this city several years ago established a dining-hall where meals are served at less than cost, or gratis. A separate organization known as the "Mensa for Students," which now conducts the dining-hall on a coöperative basis, serving 20,000 meals a year, was soon established with a board of directors composed of Rotarians.

### Guatemala

#### Encourage Linguists

GUATEMALA CITY—Because the study of other languages is a step to better mutual understanding, the local Rotary club is offering prizes to those children achieving the highest grades in language study. An award is also to be made to the girl achieving highest honors in a local vocational school.

### Australia

#### Toasts

HOBART—Each fortnight Hobart Rotarians arrange a toast to a far distant club, followed by a letter and literature from their International Service Committee.

### Greece

#### Red Cross Wins Award

ATHENS—In recognition of efforts in favor of international goodwill, Athens Rotarians recently awarded their Crombie Allen prize of 4,000 dinars to the Greek Junior Section of the Red Cross.

### Austria

#### More Food Stations

VIENNA—Last winter Vienna Rotarians maintained a number of community kitchens in strategic points in their city at a cost of 46,500 Austrian schillings. Because several other organizations have had to discontinue this service, the Vienna Rotary Club this year has increased its budget and established additional food service stations.

### Finland

#### Help Clerical Workers

TURKO-ABO—Unemployed "white collar" workers are being given special assistance by the Turko-Abo Rotary Club.

### Germany

#### "Rotaryanns" Supervise

LEIPZIG—Thirty needy girl students at a local school were provided with meals last winter through funds supplied by the local Rotary club and administered under the direction of a "Rotaryann." This year, the Leipzig Rotary Club has provided funds for similar work at other schools, also to be supervised by wives of members.

### Manchuria

#### Fourth Anniversary

DAIREN—Members of this club celebrated its fourth anniversary with a meeting at which all members of their families were present. Suitable entertainment, including a magician, was provided for the children; while their elders had a program of their own which concluded with a dance.

### China

#### \$500 for School

SHANGHAI—A Rotary golf tournament recently held by Shanghai Rotarians netted more than \$500 for the building fund of the Russian School, in which the Rotary club is actively interested.

### Japan

#### For Sino-Japanese Understanding

TOKYO—For a study of how improved relations may be brought about between China and Japan, a special committee has been appointed by the Tokyo Rotary Club.

### New Zealand

#### Entertain Boys

PALMERSTON NORTH—Of special concern to members of this club is the nearby Weraroa Boys Training Farm. Books, victrola records, magazines, films, and a concert party were recently provided.

### Brazil

#### Safer Streets

RIO GRANDE—Through the initiative of the Rio Grande Rotary Club, local highways have been made safer by lighting dark streets which were formerly accident traps for motorists. Also, a highly successful business fair, organized through the efforts of the club, has been held.

## Hungary

### Truly International

BUDAPEST—In reply to a request by the Rotary Club of Newcastle, N. S. W., Australia, to the Budapest Rotary Club for a paper on the history of Hungary, the Budapest club sent one which had been prepared by the chairman of the foreign relations committee of the Minot (North Dakota, U. S. A.) Rotary Club. Thus an American Rotarian will tell Newcastle Rotarians about the country of Hungarian Rotarians.

## Italy

### Aid Invalids

TRIESTE—In order to secure the comfort of a train for invalids on their way to a health resort in France, Trieste Rotarians recently donated 1,000 lire.

### For Research

MILAN—A donation by the Rotary Club of Milan has made possible the publishing of certain research papers by the Lombard Institute of Science and Letters.

## Chile

### Fête Teachers

VALPARAISO—So that members of the Valparaíso Rotary Club may better appreciate problems confronting educators, two teachers are invited each week to attend a meeting of the club, at which time they are given an opportunity to present their theories and problems.

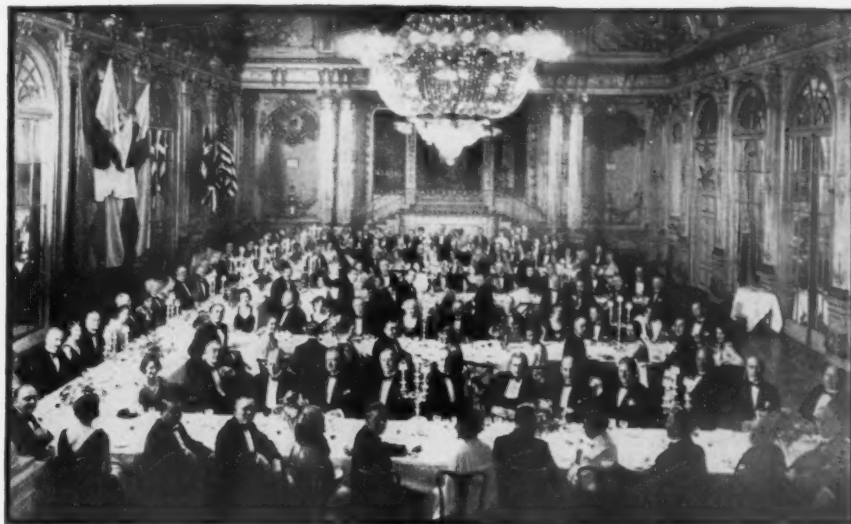
### Repairs and Employment

CORONEL—The Rotary Club of Coronel has been meeting with local municipal authorities to work out plans whereby certain necessary civic improvement and utility repairs will be started immediately to provide employment.

## Mexico

### Vaccinate 1,415

CELAYA—The Rotary Club of Celaya, with only ten members, has closed a campaign in which they sponsored the vaccinating of 1,415 local school children ending in a magnificent festival where prizes, toys, clothing were distributed.



Royal hosts are Stockholm Rotarians who arranged for this festive dinner in a former palace of the kings of Sweden. This was but a part of the entertainment for the 160 Rotarians and wives who came from Swedish, Finnish, and Estonian Rotary clubs for a two-day session in Stockholm.

### Goodwill

MONTERREY—Houston (Texas) Rotarians who accepted the invitation of the Monterrey Rotary Club for a two-day visit, reported a delightful time in attending luncheon meetings, inspecting the country and the local industries, and developing warm friendships.

## Yugoslavia

### Organize Relief

MARIBOR—Because of the efforts of the Maribor Rotarians, a central relief committee has been formed through which club and other community organizations will function.

## Spain

### Club Service

GIJON—To arrange for an exchange of ideas among Rotary clubs, this club is sending copies of its minutes to all Rotary presidents in Spain.

## Portugal

### Meals for Forty

PORTO—Members of this club are providing free meals daily to an average of forty persons.

## Canada

### Swell Clinic Fund

MONTREAL—The crippled children's fund maintained by the Montreal Rotary Club was substantially increased, recently, through special activities. A Christmas party was also given for 400 crippled children.

### Fun for All

OTTAWA—Three thousand children delighted in a Christmas show arranged especially for them at a local theater by members of the Ottawa Rotary Club.

### Grain Congress

REGINA—Rotarians of Regina are devoting much time and effort to the promotion of a World Grain Show and conference to be held in their city July 24 to September 5, 1933. Responses from other countries thus far received give every indication of a successful meeting. Regina Rotarians extend a special invitation to overseas Rotarians.

### New Toboggan Slide

VERNON—Children using sleds on tempting hilly streets, with consequent danger of injury, caused Vernon Rotarians to complete a splendid community toboggan slide at the outskirts of their city at a total cost of \$350.

Four past governors of the Fifty-fifth District, 'all present' and speakers at the conference in East London, Union of South Africa, in 1932, made this photo possible. They are, left to right: Kenneth Young, Dr. H. A. Lorentz, Albert Haak, and Otto Siedle.





## United States of America

### All Aboard

MOUNT VERNON, WASH.—Enlightening talks by boat officials on the importance of river boat service between Mount Vernon and Seattle on the Skegit River featured a recent meeting of the Mount Vernon Rotary Club which was held on the Steamer Gleanor.

### Theater Party

DENVER, COL.—Fifteen hundred children from eighteen homes and institutions attended the recent annual orphans' theater party staged by the Rotary Club of Denver.

### Big Brothers

PERTH AMBOY, N. J.—Members of the Rotary Club of Perth Amboy are coöperating in a "big brother" plan for encouraging foreign born boys or boys of foreign parents, preferably of the under-privileged class, to join the Y. M. C. A., paying their way if advisable and necessary. Each Rotarian is responsible for one or more boys.

### Detroit Celebrates

DETROIT, MICH.—Members of the Detroit Rotary Club had cause to rejoice recently when they were awarded a silver plaque and loving cup in the attendance contest with the Cleveland Rotary Club, won by a margin of five per cent. A number of Cleveland Rotarians, including President E. W. Phelps, attended the ladies' night and presentation dinner, which was also the occasion of a Rotary club fair.

### Provide Dental Care

EASTON, PA.—Because other welfare organizations in the city were adequately caring for Christmas clothing, food, and toy requirements, Easton Rotarians this year devoted their holiday funds to dental clinics for children. Two Rotarian dentists offered to care for two sections of the community without remuneration, while three other Easton dentists were assigned other sections of the city. This service will be spread over a ten-month period, public school nurses selecting the patients and supervising their trips to the dentists.

### Organize Relief

HEBRONVILLE, TEX.—Relief for the unemployed in this city has received impetus through



*A big turkey dinner, a pair of roller skates, shoes and other needed articles of clothing, and a big sack of candy and nuts were provided each of forty boys from destitute families at the Christmas party given by the Rotary Club of Albuquerque, New Mexico. To Santa Claus' right are Mayor Clyde Tingley of Albuquerque, who addressed the boys, and Mrs. Jesse Rawlings, charity bureau head. At the left of Santa is Rotary International's President Clinton P. Anderson, of the same city.*

the organization of a committee by the local Rotary club consisting of members of the Parent-Teachers Association, the Chamber of Commerce, and civic clubs. As a result, food and clothing are being distributed to the needy by the local Red Cross, and an application for funds has been made to the Reconstruction Finance Corporation.

### Home Programs Best

MENOMONEE FALLS, WIS.—Home-talent programs are the order of the day for the Menomonee Falls Rotarians. "Interest in them," reports President Arthur Jacobson, "exceeds that of the paid-speaker programs we used to have." At a recent meeting, amateur-taken motion-pictures of a Boy Scout camp were shown and John

Obermann, a Boy Scout of the troop fostered by Menomonee Falls Rotarians, supplied music with a piano accordion. Rotary interest runs high in Menomonee Falls as evidenced by the fact that the club has led District Thirteen for the year in point of attendance. Three members, Hans Mueller, Wilmer Schmidt, and Joseph Blake have maintained 100 per cent attendance records since the club was organized five years ago in April.

### Meet in the Deep

CARLSBAD, N. M.—About two hundred Rotarians and Rotary Anns from six states (New Mexico, California, Colorado, Kansas, Texas, and Alabama) and the Republic of Mexico, representing twenty-three Rotary clubs, met in the Carlsbad Caverns recently in honor of Clinton P. Anderson, president of Rotary International. The meeting was sponsored by the Rotary clubs of Artesia, Carlsbad, and Roswell. (See also illustration, next page.)

### On to Bermuda

NEW YORK, N. Y.—Twenty-ninth District Rotarians and their families, according to all indications, will sail in goodly numbers from New York City on April 28 for the District Conference which is to be held at Hamilton, Bermuda, April 30 to May 2. To stimulate interest, Rotarian James Mariner of the New York Rotary Club, in charge of publicity, has planned to mail to each Rotarian in the district eleven separate pieces of mail—ten postal cards and one broadside—picturing sports, scenery, etc. Rotarians interested in the details of this publicity stunt may secure further information by addressing Edwin H. Rushmore, secretary of the New York Rotary Club.

*It was a Merry Christmas for these poor crippled children to whom the Rotary Club of Mansfield (Ohio) played Santa Claus in 1932.*



# The Rotary Hourglass

**BOARD MEETS.** AS THE ROTARIAN goes to press, the numerous problems that have arisen during the first half of a busy Rotary year are being given consideration by the Board of Directors at Chicago. The meeting convened January 16th, will continue for five days.

So far decisions included: An advisory assembly of Latin-American delegates to be held at the Boston convention. . . . A new district organization for Swedish clubs to be effective July 1. . . . An honorary commissioner to be annually appointed to assist in supervising clubs in Estonia, Lithuania, Latvia, and Finland. . . . The Share-the-Work idea to be called to the attention of clubs for sympathetic consideration. . . . And so forth. . . .

Present: President Clinton Anderson, Albuquerque, N. M.; Third Vice President Allen H. Magg, Pittsfield, Mass.; and Directors Ernesto J. Aguilar of Mexico City; Wilfrid Andrews, Sittingbourne, England; James H. Beatty, Victoria, B. C.; Kurt Belfrage, Stockholm, Sweden; Dr. Harry C. Brown, Denver, Colo.; J. Murray Hill, Bowling Green, Ky.; Luis Machado, Havana, Cuba; David J. Reese, Ventura, Cal.; Carl E. Steeb, Columbus, Ohio.

**Plan for 1935.** Transportation and other arrangements for the 1935 Rotary convention to be held outside the United States, occupied the attention of the General and Transportation Arrangement Committee at the Chicago secretariat, January 7-8. R. L. "Bob" Hill, of Columbia, Mo., is chairman. His colleagues: Hart I. Seely, of Waverly, N. Y., Leland D. Wood, of Hudson, Mass.

**The Rotarian.** Rotary's Magazine Committee's January meeting was held in Chicago on the 13th and 14th with Walter F. Dunlap, of Milwaukee, in the chair, and all present: Ernesto Aguilar, of Mexico City; Harrison E. Howe, of Washington, D. C.; Arthur M. Lockhart, Los Angeles; Wilfrid Andrews, of Sittingbourne, England.

**Age.** Governor Leal A. Headley, of Northfield, Minn., venting his professional penchant for facts 'n' figgers, recently sponsored a unique survey among St. Paul Rotarians. When the fog cleared, it was revealed that the average age had risen from 43.96 years in 1922, to 47.23 in 1927, and 50.03 in 1932. Interesting data would doubtless be forthcoming if other clubs were to make a similar check-up.

**Musical.** Those Rotarians, whose fancy soon will lightly turn to thoughts of Boston and New England, should jot in their itinerary memoranda, "Reading, Mass., just twelve miles north of Boston." The club is small but more than locally famed for its hospitality (it averages eighteen visitors weekly!) and music. The doctor member performs on the piano accompanied by a rector drummer, and the song leader is superintendent of a large manufacturing plant.

**Limerick.** To encourage more regular attendance, this in *In Gear*, monthly publication of the Gloucester (England) Rotary Club:

*Rotarians in Gloucester now resident,  
In adopting this plan don't be hesitant;  
Let attendance be higher  
Is the earnest desire  
Of the man you elected your President.*

**Before Rotary.** In the eighteenth century there existed in eastern France a "Société des Philanthropes" with by-laws almost identical to Rotary's. The club at Nancy recently published statutes of this organization. A copy was sent to Paul Harris, founder of Rotary, who expressed surprise and admiration, but reassured his French Rotarian friends that he really was quite innocent of plagiarism.

**Dr. Cuno Passes On.** Dr. Wilhelm Cuno, former chancellor of Germany, and president of the Hamburg-American Steamship Line, who in 1927 organized at Hamburg the first Rotary club in Germany and later served as governor of the Seventy-third District, died January 3 at his country home near Hamburg. He was widely known throughout Rotary, and his passing is the cause of sincere regret.

**Rotary Library.** Gradually there is being built up a Rotary literature. "R. I. pamphlets" are sent gratis to club secretaries for club use, but any individual member may order copies directly from the Chicago secretariat. Here is a check list:

- |     |   |
|-----|---|
| No. | Title   |
|     | Brief Facts.  |
| 2   | What is the Rotary Club?  |
| 3   | The Aims and Objects Plan.  |
| 3A  | Club Service.   |
| 3B  | Vocational Service.   |
| 3B  | (Supplement) Suggestions for club programs on Vocational Service. |
| 3C  | Community Service.  |
| 3D  | International Service.  |

- |     |   |
|-----|---|
| 4   | Outlines and Suggestions for Meetings of Rotary Club During Its First Year. |
| 7   | Official Directory of Rotary International.                                 |
| 8   | Three Suggested Programs on Classifications.                                |
| 9   | Information for Presidents and Secretaries.                                 |
| 10  | The Organizing of a Rotary Club.  |
| 12  | Constitution and By-Laws of Rotary International.                           |
| 13  | Constitution and By-Laws of a Rotary Club.                                  |
| 14  | Rotary Publicity.   |
| 16  | Suggestions to Rotary Clubs Concerning Community Service.                   |
| 17  | Membership in Rotary.   |
| 18  | Boys' Work by Rotary Clubs.   |
| 19  | Descriptive Catalogue of Pamphlets and Supplies Used by Rotary Clubs.       |
| 20  | Synopsis of Rotary.   |
| 23  | International Service.  |
| 24  | A Father's Responsibility to His Son.                                       |
| 24  | A Mother's Responsibility to Her Daughter.                                  |
| 31  | International Economics.  |
| 32  | Bribery and Secret Commissions.   |
| 33  | Codes of Standards of Correct Practice.                                     |
| 34  | Program Suggestions for Rotary Club Meetings (in Mimeographed form).        |
| 35  | Manual of Procedure.  |
| 38  | Rotary Information.   |
| 38A | Questions and Answers Regarding Rotary.                                     |
| 39  | Rural-Urban Acquaintance Promotion.   |
| 40  | Crippled Children.  |
| 42  | Student Loan Funds.   |
| 43  | What a Man Can Do for a Boy.  |
| T15 | Some Thoughts on the Economic Crisis by Six Rotarians.                      |
| T23 | A Rotarian's Responsibility in the Economic Crisis and Afterwards.          |

**Beat It?** Minneapolis Rotarians dispute the claim of Wichita, Kans., that the latter's sergeant-at-arms, A. H. Webb, age 82, is the oldest in Rotary. Minneapolis' sergeant-at-arms, Frank W. Nevens, was 83 on January 26, has been a Rotarian since Minneapolis was granted its charter twenty-three years ago, at the age of 77 attended the Ostend convention.

**Or This!** A check-up on twenty-one meetings of the Kingsport (Tenn.) Rotary Club shows that its total over-time was precisely six and one-half minutes.

—THE MAN WITH THE SCRATCHPAD.

Rotarians from six states of the United States and the Republic of Mexico recently honored President and Mrs. Clinton Anderson (second and third from left, front row), at a meeting held in the famous Carlsbad (N. M.) Caverns. Lunch—with Rotary club singing!—was served in a room 750 feet underground.



# Branch vs. Unit Banking

Readers' comment on Robert J. C. Stead's "Canada's Banks Stand Up," and Charles F. Zimmerman's "What Price Bank Stability?" in the December and January ROTARIAN.

"... lads fresh from school ..."

To the Editors:

Mr. Stead's light on branch banking . . . is a splendid picture of the banking situation in Canada, and, in my opinion, his conclusions in favor of central control and branches are sound, but I think the primary advantage of this system of banking is the training of the Staff.

The Canadian banks take in lads fresh from school, train them in practical banking, encourage academic study, move them from one part of Canada to another and even to foreign lands to fit them for the work for which they are best adapted. In this way the highest executive offices are filled by men who originally entered the bank in their youth. This supplies to the staff the incentive to achieve, and furnishes the knowledge, experience, and a broader-than-local viewpoint to maintain the funds entrusted to the bank for return to the owner on demand.

F. C. GRANT

*The Canadian Bank of Commerce*  
Nanaimo, B. C., Canada.

"... they all can pop ..."

To the Editors:

. . . Having operated a bank for two years in a shack and having put a close-coupled lumber wagon under each corner with 32 horses in front to pull it six miles over the prairie when we moved the town to the railroad, the picture . . . reminded me of old times.

The words: "It's a frame shack in the wilderness but reserves and capital exceed \$70,000,000.00" under the picture raised this question with me. How much, if any, of that \$70,000,000.00 is being loaned in the wilderness where this bank is located? My personal knowledge shows that for the past 67 years, and I do not know how much longer, the small independent bank has not waited to follow the march of progress westward in the United States but has actually headed the procession in many cases. It has pioneered with the land settler and the farmer, lending money upon the farms or the crops or the livestock but mostly upon the man himself. And the loan upon the man himself is one of the best securities that can be had; but did you ever hear of a branch bank making a loan upon the man himself?

Result is that these United States have been settled, and when I say settled I mean settled. from coast to coast and, in my opinion, the fact that the little independent banker was right there has had much to do with it. Compare our country with Canada where Canadian banks are prohibited by law from making loans on real estate. Canada is a fine country. Its agricultural lands are vast as are its mining and timber interests . . . There is no comparison to be made as to the development of its vast resources with the development of the United States. Putting branch banks in a country to take the money out will not develop it, but putting independent banks in a country to loan money to its settlers will develop it.

Size does not necessarily mean strength. Strength in a bank means its ability to pay the depositors their money when they demand

it; and there never was a time when many banks in the whole world could pay their depositors 100 cents on the dollar IF THEY ALL WANTED THEIR MONEY AT THE SAME TIME. What happened to the pound sterling in England when a lot of depositors wanted their money at the same time? No. The branch system there did not close its doors, but if the depositor had put in a pound worth \$4.85½ he did not take that amount out. How much difference is there so far as the depositor is concerned, whether he gets \$3.30 for his \$4.85½ from the bank or gets it—or possibly more—from its receiver.

The big point that has been stressed in favor of branch banks is that they cannot fail. The Home Bank in Canada fell with a terrible crash in 1923. England and Australia have had some bad breaks in the past. Going off the gold standard has been a preservative in these present times. So you see, they all can pop . . .

In my opinion, the most serious problem in branch banks will be putting the funds of this nation in the hands of a few greedy men. You will tell me that laws can be passed to prevent that. That is true in England and Canada for the citizens of those countries believe when a law has been enacted that it is to be obeyed. We are a nation of law breakers. If a law does not suit us we just ignore it. The first white settlers in these United States were kicked out of the old country because they did not believe in obeying the laws, and they have been breaking them ever since. Do you think for a minute that when as big a stake as the control of the finances of this country in shape of banks is concerned, that a little thing like a law is going to stop our "Captains of Industry" from getting together. Not when lawyers are to be had! . . .

STEVENS D. BALCH

Rotary Classification: *loans*  
San Leandro, Calif.

"... rugged conservatism ..."

To the Editors:

I enjoyed Mr. Stead's article on Banking in Canada. The picture of rugged conservatism was most refreshing.

What we need most in our country, is the acceptance of a new and slower tempo for all our business. This applies to the business of banking and general investment of funds.

The one single factor of safety observed in Canadian banking lies in the positive separation of commercial banking from mortgage loan banking. Some things will not mix. It is obvious to all who study our current financial history that short-time and long-time financing require entirely different adjustments in handling.

Here in Indiana our Finance Study Commission has recommended a drastic reduction in the ability of our state banks to make mortgages and further suggests that a liquid fund be maintained to support the mortgage investments of any bank or trust company operating in our state.

F. S. CANNON

President, *The Railroadmen's Building and Savings Association*  
Indianapolis, Ind.

"... gyroscope ..."

To the Editors:

. . . I am in accord with Mr. Stead's conclusions in so far as they relate to Canadian Banks . . .

There are but ten Chartered Banks in Canada today and the reason for this is, I suggest, that the old fundamental law of the survival of the fittest has been allowed to operate in Canada in a fairly normal way, resulting in the survival of ten institutions which have proven capable of withstanding the stress and strain of recent years.

I do not profess to know anything of banking in the U. S. A., but a question arises in my mind as to whether or not the laws of that country prevent the weaker banks from coming into competition with the stronger, thus enabling the former to do well enough in the fat years but ill-fitting them to "stand up" in lean years. Be that as it may, I am one who believes that government and/or political interference with the fundamental laws of business is to a greater extent than all other causes put together, responsible for any difficulties that may have in either country.

As the banking industry is now constituted in Canada, it could and should (barring interference) be to Canadian business in large measure what the gyroscope is expected to be to the Conte de Savoia. For banks to be successful, those in charge of them must realize or foresee business changes quickly and act fearlessly. But, too frequently for the national good, the government exercises a restraining hand and instead of an undertaking, which has taken it on the chin, being forced to toss in the towel, it is given a long count and propped up with government support until finally public opinion has been brought around to the point where the corpse can be disposed of without too much fuss. What has artificial support of the market cost your farmers and ours since 1928? How much of this loss would have been prevented had fundamental business principles been applied at the outset as they must have been applied but for government action to protect the industry, but which has merely served to prolong and aggravate its sickness?

I submit that Canadian banks hold the position they do today by right of fitness attributable in no small measure to the healthy, strenuous competition which must necessarily exist between institutions of their size and weight contending not only for internal business but for world business and placing, as they do, even their smallest country manager in direct communication with bankers in every country where banks exist. That Canadian banks today are able to stand and take care of all the legitimate banking requirements of the nation without assistance from any source is something to be thankful for and might, I think, not unreasonably be accepted as evidence of their fidelity to their trust and the obligations imposed upon them and the privileges granted to them under their Dominion Charter known as the Bank Act . . .

EDWARD MASON

Rotary Classification: *banking*  
Drumheller, Alta., Canada.



*El Popocatepetl, la Montaña Humeante de los antiguos aztecas, en cuya falda se recuesta la pintoresca Amecameca. El majestuoso volcán, ahora dormido, pero antaño actor en más de una terrible erupción, está cercano a la Ciudad de México, cuyo horizonte limita y embellece.*



## Un Vicio Viejo

Por M. Hinojosa Flores

**Y**A EN los tiempos hasta donde la Historia no alcanza el hombre disputaba a las fieras y a los otros hombres, por medio de la fuerza, el cotidiano sustento.

Apenas tenemos noticias de las primeras sociedades humanas y la guerra aparece como la más grande de las calamidades.

Las primeras civilizaciones mundiales, el inmenso imperio egipcio y los enormes imperios asiáticos, ven ensangrentado y obstaculizado su progreso por las luchas armadas, hasta quedar sepultados bajo los escombros que la guerra amontona.

Tebas, Nínive y Babilonia, ciudades colosales y espléndidas, sucumben bajo el peso de las armas.

Surge Grecia, brillante foco de sabiduría y de arte, que irradia luz esplendorosa sobre un mundo sumido en la barbarie, y el hermoso genio heleno también se abate y muere consumido por luchas civiles y extranjeras.

Y Roma, Señora de la Guerra, que impone la paz al mundo por medio de sus legiones invencibles, cae a su vez víctima de la misma furia.

La Edad Media presencia interminables luchas hasta dividirse los pueblos de Europa en varias facciones religiosas y políticas que se desgarran en medio de un mar de odio y de sangre.

Y cuando las monarquías se consolidan la guerra continúa siendo el azote humano. Las naciones se lanzan unas contra otras para despedazarse en pos de una problemática gloria y de una supremacía de duración más problemática aún.

Por último, la enorme catástrofe mundial el siglo XX, la más sangrienta y la más cruel de cuantas el hombre ha presenciado, destruye toda una juventud, consume fabulosas riquezas, desquicia el orden social, derriba ilusiones, crea una situación caótica en que la humanidad se retuerce presa de escepticismo y desesperación, y agrieta los cimientos mismos de la civilización occidental, orgullo del hombre, hasta el punto de amenazar ruina.

El hombre ha aprendido a ver la guerra como un mal necesario a través de la ininterrumpida cadena de luchas cuyo peso, por toda una eternidad, ha tenido que soportar agobiada la humanidad sangrante. Hombres distinguidos llegan a glorificarla. Moltke, en un arrebatado de entusiasmo, la considera como "una institución de Dios," aunque más tarde se arrepiente de opinión semejante. En cambio, Rousseau la califica "como el más abominable enemigo que la boca del infierno ha vomitado jamás."

La guerra es "el más abominable enemigo que la boca del infierno ha vomitado jamás."—J. J. Rousseau.

Una herencia ideológica de incontables siglos, una aparente comprobación, si hemos de atenernos exclusivamente a la experiencia, de que el hombre necesita para subsistir y progresar del dantesco acicate de la guerra, no es fácil que se destruya con teorías más o menos generosas de la noche a la mañana.

En la estela de dolor y desolación que deja cada lucha armada surgen de cuando en cuando espíritus altruistas que elevan su grito de protesta contra la apocalíptica plaga, protesta que encuentra apoyo en las caritas tristes de los huérfanos que no comprenden por qué los hombres han de asesinarsse unos a otros; en el gesto angustiado de la madre o de la viuda; en la acusación viviente del inválido, con su vida para siempre destrozada. Ayer fueron St. Pierre y Kant, que ofrecieron planes más o menos irrealizables para alcanzar una paz universal y permanente. Hoy es una pléyade. De ella forman parte los rotarios.

Formas ancestrales de pensar inclinan naturalmente a los hombres a tratar de resolver sus disputas internacionales por medio de la guerra. Rotary se propone crear, tanto entre los hombres que se han agrupado bajo su égida, como por medio de ellos, un nuevo orden de ideas que

determine una buena disposición para que el individuo pueda colocarse en el lugar de su semejante, que enseñe al hombre que debe sacrificar sus egoísmos, sus pasiones y hasta sus intereses en aras de los derechos y de la felicidad de sus semejantes; que debe huir de la caduca idea de considerar al extranjero como enemigo. En una palabra: que lo capacite para comprender el criterio ajeno.

A través de esta clase de comprensión tolerante será más fácil usar de medios conciliatorios para el arreglo de cualesquiera dificultades internacionales que puedan surgir, pues que estando la opinión pública orientada por dicho orden de ideas, es de esperarse que su peso sobre la opinión de los gobiernos llegue a ser de tal naturaleza que induzca a éstos a usar de medidas conciliatorias, en lugar de los acostumbrados procedimientos bélicos.

El proceso para alcanzar tan codiciada meta naturalmente tendrá que ser lento. Estamos combatiendo contra vicios que

han dominado a la humanidad por una inmensidad de siglos. Pero si el rotario persiste en su propósito con sinceridad, tal vez no sea utópico esperar que llegue el día en que la amistad y el compañerismo de los hombres de buena voluntad se imponga sobre las ansias bélicas y tal vez también llegue el día en que, como escribía Martens, "la guerra sea un hecho excepcional, por haber encontrado los Estados un medio más conveniente para solucionar sus conflictos."

Rotary ha vivido apenas un minuto en la vida de siglos de la humanidad. Sería exigirle un milagro esperar que sus esfuerzos rindieran desde ahora resultados tangibles. Rotary no dispone de medios ejecutivos de naturaleza alguna, ni con poder material de ninguna especie para enfrentarse a la magna empresa de extirpar las luchas armadas, de un modo radical y rápido, de toda la faz del orbe. Rotary trabaja con fe para formar rotarios y para que, por medio de los esfuerzos individuales de éstos, la humanidad se

oriente hacia su mejoramiento por el sendero de la amistad y de la buena voluntad.

El hombre tiene ante sí dos caminos. Uno lo lleva hacia los viejos errores, hacia la discordia, hacia el derramamiento de sangre, hacia la dilapidación de los caudales que el trabajo ha acumulado, hacia el desastre de una guerra sin gloria en que se asesinará sin distinción a combatientes y no combatientes, a hombres, mujeres, niños y ancianos. Recompensa: un trozo de tierra o un poco de hegemonía fugaz. El otro conduce a la concordia, a la unión, a la paz "por el respeto al derecho ajeno", que dijera Juárez; a la justicia, en lugar de la guerra.

La elección es obvia. El rotario la ha hecho. No lo desalientan los fracasos eventuales. Se ha trazado una senda y se ha fijado una meta. Su aspiración y su empeño están cifrados en recorrer el camino en toda su extensión y no considera sino como estímulos las dificultades que surgen al paso.

## Actividades en los Distritos

### Costa Rica

SAN JOSÉ.—El Rotary club convocó a una reunión general de todas las personas interesadas en la industria del café con el fin de intentar una organización de las mismas en beneficio de dicha industria y del país en general. El éxito de la reunión fué completo.

### Panamá

COLÓN.—El Rotary club celebró recientemente una reunión, con asistencia total de sus miembros, a la que fueron invitados los exrotarios que aun radican en la ciudad. A dicha reunión se le llamó de "retorno al hogar rotario." En efecto, algunos de los exrotarios, que estaban en posición de hacerlo, reingresaron al club.

### Argentina

SAN JUAN.—El Rotary club ha adoptado como una de sus actividades regulares la celebración periódica de lo que ellos llaman "Tardes de Niños." Son reuniones de los pequeños hijos de los rotarios para que fraternicen entre sí, como lo hacen sus padres.

### Chile

QUILLOTA.—Entre las actividades que los rotarios han tomado a su cargo figuran el servicio de agua potable, una escuela nocturna, una sala para niños en el hospital y ayuda a los pequeños agricultores.

VALPARAÍSO.—La labor del Rotary Club en favor de la gente sin trabajo durante los últimos once meses ha cristalizado en el suministro de diez millones de raciones, con un costo de 14 centavos chilenos por persona. Además, el club se preocupa por estrechar las relaciones entre los rotarios y los maestros de escuela. Cada rotario tiene asignada una escuela de la locali-

dad y se preocupa por que sus necesidades sean debidamente atendidas, procurando, a la vez, que se corrijan los defectos que existan.

TALCAHUANO.—A iniciativa del club se está construyendo una nueva avenida que facilitará grandemente el tránsito en la ciudad. El club también desarrolla actividades en favor de las escuelas similares a las de Valparaíso.

SANTIAGO.—El club se preocupa por fomentar las buenas relaciones internacionales. Designa cierto número de rotarios como delegados o representantes, dentro de su propio seno, de las ciudades importantes del mundo. Estos representantes se ocupan en procurar que se establezcan relaciones por correspondencia con los Rotary clubs respectivos.

LOTA.—El club se ha preocupado preferentemente de evitar la vagancia infantil y de establecer en la población una entidad de la Cruz Roja.

RANCAGUA.—Los rotarios fundaron una agencia de socorros en favor de niños y viudas indigentes que comenzó distribuyendo cinco raciones al día. En la actualidad alcanza a 190. También han organizado un curso vespertino para analfabetos adultos, a cargo de un profesor especialista y de los médicos y abogados del club.

### Perú

CALLAO.—El Concejo Provincial del Callao adjudicó al Rotary Club una medalla de oro y un diploma en recompensa a sus relevantes servicios a la localidad.

PACASMAYO.—Los rotarios de Pacasmayo han fundado un "Patronato de la Infancia," así como "La Gota de Leche." También dedican atención a los locos de la población.

MOQUEGUA.—El club inició y llevó a cabo, con la cooperación de algunos otros elementos de la población, el levantamiento del censo de la ciudad y del distrito.

### México

CELAYA.—En una ciudad de 25,000 habitantes, con una población infantil de 6,000, el club ha desarrollado una campaña de vacunación para prevenir la viruela. En el año de 1931 fueron vacunados 2,000 niños y en el de 1932, 1,415. Esta actividad, junto con el trabajo desarrollado por el gobierno, determina que en la población casi no haya niño sin vacunar.

CIUDAD JUÁREZ.—Los rotarios juarences han trabajado intensamente para vigorizar su ateneo y su biblioteca y han cooperado en el establecimiento de una clínica infantil y un comedor para repatriados indigentes. También han prestado su contingente para las obras de irrigación en su región.

PROGRESO.—El club publicó y distribuyó un cuadro con datos informativos acerca del estado de Yucatán. También ha lanzado la iniciativa de que realicen actividad similar todos los demás clubes mexicanos con la aspiración de que se forme un álbum que contendría una información muy completa acerca de México.

### Brasil

SANTOS.—Los rotarios santistas tomaron a su cargo la construcción de un pabellón para alojar y atender a los huérfanos de la última revolución.

### Cuba

PINAR DEL RÍO.—El club se preocupa por el mejoramiento agrícola de la provincia y labora activamente por la repoblación forestal.

CIENFUEGOS.—La carretera a Santa Clara, la voladura del bajo de Pasa Caballos, peligroso para la navegación, y un dispensario dental, han sido las principales actividades en bien de la comunidad que ha emprendido del club de Cienfuegos.



Photo: Chicago Daily Times

Before and after taking the ice. Chuck Gardiner of the Chicago Black Hawks at the left is dandling the thirty-five pounds of pads and mitts which keep puck and players from too intimate personal contact with a goalie. At the right he is ready to withstand the foe. Gardiner now holds the trophy annually awarded the best goalie in big-league hockey.

## Passing the Puck

[Continued from page 18]

professional hockey. But he said, "All right, I'll get out there and do it." He hastily got into uniform, put on the injured goalie's multifarious pads and shields, and took his place in the cage. His game-ness made his men play inspired hockey. The score was 0 to 0 when he entered the game in the first period. His teammates scored twice while the enemy was making fourteen shots at the goal, and Patrick saved all but one. So the Rangers, with their manager at this danger point, won the game. Perhaps I can make the incident clear to those unacquainted with hockey by pointing out that it was much as if Connie Mack or John McGraw had gone in and caught seven or eight innings behind the bat in a World's Series game.

The man who expects to become a first-class hockey player must have the same spirit that Lester Patrick showed that evening. He must be able to give it and take it.

Eddie Shore, the Boston Bruins' defense man, is an outstanding example of this. Off the ice he is a friendly fellow, pleasant and well liked. On the ice he is 200-odd pounds of elbows, knees, stick, and general cussedness. Though the idol

of Boston's fans, he is jeered and hooted at every other rink in the league. The reason, of course, is that from the instant he swings into action everybody knows there will be trouble if anybody gets in Eddie's way. He will either get his shot—or stop the other fellow's, as the case may be—or players will be sprawled all over the ice, probably Shore among them. On offense he acts like the fabulous irresistible force. On defense he is like the immovable object.

**T**HE penalty box, already referred to, is unique to hockey. I know no other sport where a foul is penalized by removing the offender for a specified period and forcing his team-mates to play short-handed while he is banished. A colorful sight in hockey, more relished by spectators than by managers and coaches, comes when a rough brush on the ice ends in a scrap and the relegation of both men to the penalty box.

"What do they say to each other when they get there?" I am often asked.

The answer is unromantic, even disappointing to the fan who likes to think there is a real grudge. Usually the "cause

for war" is immediately forgotten in a spirit of good sportsmanship. If you are up close you might observe the man, who has been at the other's throat until dragged off, lean over and inquire, "Say, Shorty, how are Emily and the kids?" The other day just such a fight between our own Clancy and Gagnon of Les Canadiens ended in the box by the King inquiring, "How in the world did you fellows manage to get beat at Detroit last week?" And Gagnon, in his halting English, replied something to the effect that you can't beat six players plus two referees! I'll wager every spectator who saw them talking would have sworn they were cursing each other in unprintable language.

Some players spend little time in the penalty box. For instance, Howie Morenz of Les Canadiens. Morenz is a forward, probably the greatest forward of today if not of all time. One of the fastest skaters in the game, he can dodge on skates with all the agility and double the speed of any open-field runner in football. He is brilliant in his knack of out-thinking the opponent who happens to stand between him and a score. He is a



dangerous threat every minute he is on the ice—and he averages close to forty minutes per game. His forte is speed and deception, not roughness. But he can be rough when somebody gets tough with him.

At the same time, I consider Toronto's Charlie Conacher the best man at his position, right wing, that the game has ever seen. He has the greatest shot of any forward—it comes like a shell out of a French 75. And he has the coolest head of any player in hockey. When once he gets behind the defense he usually scores. He is tricky, and varies his attack so tremendously that I have seen him make four goals in a single evening—a huge score when you consider that the average hockey game is won by such a score as 2 to 1—and each of his four scores was made in a totally different way.

Nobody knows how many thousands play hockey in Canada from the first freeze to the spring thaw. Every able-bodied youngster in Canada skates, unless he has the misfortune to live along that narrow strip of Pacific Coast where the climate is too mild. Every Canadian boy has his hockey stick by the time he has learned to propel himself on skates, and every town has its hockey team—whether good, indifferent, or terrible—just as every town in the United States has its sandlot baseball and every town in England its cricket. Canadian boys know the standing of the teams and players, and argue their merits just as bitterly as the youngsters of any nation follow their national sport.

Until a few years ago hockey was confined to Canada and a narrow strip of the United States just below the border. But the game is too good to succumb to climatic limitations. Indoor rinks, with their immunity to unseasonable thaws and their assurance of comfort for the spectators, have brought the game within reach of any good-sized city in a not too-warm climate. For several seasons the city of Tulsa, Oklahoma, had an excellent hockey team—although it is far below the Mason and Dixon line. The game has great popularity wherever natural ice permits in Europe. And so widespread is this European interest that every winter sees several Canadian teams in the British Isles and on the Continent. Even in Paris, 15,000 spectators may be counted on to jam every foot of space when Canadian amateur teams appear

for a game. The two big North American hockey leagues, which play their regular season as one league, have four Canadian teams and five in the United States. Most of the players, however, are Canadians.

One reason, probably the reason, why hockey has won such firm friends so



*Photo: Associated Press*  
"Puck's-eye view of a goalie." John Ross Roach, goaltender of the Detroit Red Wings, is a small man—but you'd never guess it from this down-to-ice photograph.

quickly wherever it has spread, is that it is a game which holds the spectator's interest during every second, even though the spectator may not know anything about the fine points of the game. You simply cannot worry about your business or your wife's relatives at a hockey game. It gets into your blood. Everybody can understand the thrill of a forward line skimming up the ice at express-train speed, passing the puck from man to man, or feel the impact when a defense man crashes an opponent who threatens his goal.

**T**O be sure, you derive a far greater and more intellectual pleasure if you know from experience how sweetly skilful is such a trick as that sweep-check made famous by Pete LePine, of Les Canadiens, who with uncanny skill lays his stick on the ice to intercept a pass between opponents, picks up the stick unhesitatingly despite the thick padded gloves of the hockey player—and all in the same motion brings the puck up with the head of the stick and is on his way.

You need to know only one of the rules of hockey to enjoy it. This is the rule

governing off-sides. Seventy feet from each end of the rink is a blue line marking a zone. Players may pass inside the zone but not forward across a blue line; nor may a player receive a pass if he has crossed the blue line ahead of the puck. A violation brings the puck back to the point where it was shot before it was

off-side, and a face-off—an official dropping the puck between two facing players—puts it back into play. Without understanding this rule you may wonder about the interruptions to continuous play. Understanding it, you will appreciate that ninety per cent of all face-offs are for off-sides, five per cent for penalties, five per cent for miscellaneous causes.

A dyed-in-the-wool hockey fan knows how to appreciate teamwork and the abilities which make some players valuable beyond their individual scoring records. Primeau, of the Toronto Maple Leafs, holds the record for assists, passing the puck to teammates who then score. Frank Boucher, of New York, lays passes for his wingmen with uncanny precision. Gaynor, a former Boston player, seldom scored, but his wingmen were high scorers of the league because of his passing.

Then there are the niceties of personal play and outguessing. For example, the Cook brothers, of New York, are adepts at lunging in one direction to draw a goaltender out of position, then shooting past him. They are high scorers, but not against Les Canadiens. Why? Well, the Cooks and Hainsworth, Canadian goalie, played together in their early days back at Saskatoon. Hainsworth knows their peculiarities, and when they lunge at him he simply stands there. He refuses to be drawn out of position because he won't make the first move.

Hockey players used, in bygone days, to be roughnecks and bad actors. They are no longer, for the game has passed that stage. It is too fast, too wearing. Only rarely does a player reach the big league if he cannot control his appetites—and he never lasts long. As a class they keep training more carefully than any group of men I have ever known. You may get some idea of its demands on the strength of even these trained athletes when I tell you that hockey players always go to bed for four or five hours before a game, and sleep if they can.

(1) To and public establish with rest such est and on st  
(2) To the proble national c sentative o the questio recommen an auxilia well as t introductio  
(3) To recommen stimulus to governmen merical la izations th

This

A B

[Contin

Hoover House of indu out get integrit

When

for one

I know

and par

falo and

dred a

Buffalo

apart.

to exte

permiss

Comm

fact th

mission

very ra

public

same

that al

In n

culture

tive or

for pr

comm

that d

enty-se

was su

which

ever t

bers

down

intere

## One Tongue for All Men?

[Continued from page 31]

(1) To promote widespread study, discussion, and publicity of all questions involved in the establishment of an auxiliary language, together with research and experiment that may hasten such establishment in an intelligent manner and on stable foundations.

(2) To work for governmental recognition of the problem and for the creation of an international commission of experts fully representative of the issues involved, who shall study the questions from every angle and finally shall recommend to the governments of the world an auxiliary language for official adoption as well as the steps necessary for its effective introduction.

(3) To further in every possible way the recommendations of such commission through stimulus to and cooperation with department of government, institutions of learning, and commercial labor, scientific, and humanistic organizations throughout the world.

This organization was founded in

1924; since then, research has been conducted upon educational, linguistic, and sociological lines, each under an advisory committee. A statement in the outline of program issued by this organization contains the following:

The association has no intention of developing or promoting a new language. In regard to different systems, its function is merely to serve as a neutral clearing house for study and information. In regard to research, its function is to foster or carry out such projects as may seem to be most worthy of the consideration of the future commission. It wishes to act as neither judge nor jury—but rather to gather evidence for presentation to the final tribunal.

It would seem that a claim for practical progress towards the establishment of an international auxiliary language

must of necessity be based upon knowledge and opinion arising from research and study, especially in the three fields referred to. The backing by powerful international organizations having as their object the development of international goodwill and understanding, is also a necessary condition for progress.

The method of approach as adopted by I. A. L. A. (International Auxiliary Language Association) is undoubtedly worthy of close investigation by all individuals or organizations interested in the general question. Any who are interested may obtain further information by addressing the association at 415 Lexington Avenue, New York City.

## A Blue-Print for Tomorrow

[Continued from page 30]

Hoover has summoned to the White House the leading bankers, the captains of industry, and the labor leaders without getting front page space. There is integrity in business.

When I was a boy, it was permissible for one railroad to parallel another, and I know of one instance in which a second and parallel line was built between Buffalo and Chicago with the first one hundred and eighty miles of rail out of Buffalo at no point more than one mile apart. Nowadays, when a railroad wants to extend even its own line it must get permission from the Interstate Commerce Commission. We are familiar with the fact that numerous public service commissions have been set up. It is under very rare circumstances that competing public utilities are permitted within the same municipality. We have learned that all of this is for the public good.

In nearly every line of industry, agriculture, commerce, and service, coöperative organizations have been established for protection and the promotion of their common good. It is significant, I think, that during the first session of the seventy-second United States congress a bill was submitted in the Senate, the effect of which when enacted would be that wherever three-quarters in amount and numbers of any coöperative association laid down rules, regulations, and prices, the interests in that association failing to

comply would be considered outlaws.

Another very interesting fact is that the United States has, so far as agriculture and labor go, repealed the anti-trust laws. I have an incidental interest in one branch of agriculture, wool growing, and I have observed the effects of this partial repeal. While we, as wool growers, may coöperate to the *nth* power, yet the people to whom we sell, the wool manufacturers, are almost denied the privilege of consultation. It would appear, therefore, that partial coöperation is of no real worth, and that more is destined to come as economic necessity operates.

**IT** WOULD be easy to enumerate many more of these evolutionary or healing processes, but I should like to direct attention to the vast number of associations of different character, such as steel, copper, oil, cotton, wool, and associations in

transportation, commerce, and service. These exist in such profusion and variety as to represent the greater part of our population. I like to consider these as industrial "states," such as the states of oil, iron, coal, copper, lumber, and so forth, as vertical states; and states of labor, banking, service, and transportation as the horizontal states. All of these are represented by responsible and substantial associations.

I have observed, for example in the state of lumber, that in order to carry on our production process, I am compelled to use the products of almost all sources of agriculture, industry, commerce, and service. Our firm needs labor, steel, oil, copper, rubber, banking, transportation, cotton, wool, and other products and services, and it seems to me that I have a right to a voice in naming the prices of all the products of these other states. On the other hand, I would accord an equal right to these states who buy, and all of them do, lumber products.

At the present time about three-quarters of all of these organized businesses are now in associations. It should not be difficult to get such associations to meet to appoint a delegate or delegates to an organization to be called, say, "The Institute of Business." This institute would be empowered to coördinate prices, one with all of the others. Thus prices would be made in terms of knowledge and

### INDEX for "The Rotarian"

▲ COMPLETE index of volumes 40 and 41 (1932) of THE ROTARIAN has been completed. Those interested in the four major activities of Rotary, will find articles listed under Community Service, Vocational Service, Club Service, and International Service headings. Rotarians may secure a copy, gratis, by writing to THE ROTARIAN, 211 West Wacker Drive, Chicago, Illinois, U. S. A.



## Sir Philip Gibbs

—famed war correspondent, lecturer, and author of "The Soul of the War," "The Age of Reason," etc.

### The Price of Gold

John Eashing is a typical English farmer. He tills the same soil that his father and grandfather tilled before him. He fought in the World War. Then the depression. And now will it be bankruptcy and losing the old homestead? Sir Philip Gibbs presents an intimate glimpse of agricultural problems in England.

### Can We Learn from Russia?

"Soviet Russia has learned much from the capitalistic world in recent years. Is it not conceivable," asks Karl Scholz, American observer in Russia, "that the capitalistic world may perhaps learn something from Soviet Russia?" Ten years spent in intensive study of the economic development in Russia, and months of travel in that land of contrasts, have qualified the writer to speak with understanding of what's actually behind the scenes.

### A Dream Comes True

Chicago's "five-year plan" for a great exposition marking a century of progress is to be realized. A magic city arises on Lake Michigan—the result of efforts of foresighted men. Rufus C. Dawes, president of the 1933 Century of Progress, describes some of the international features being planned.

In  
Your

# ROTARIAN for MARCH

science, rather than in terms of ignorance, as they now are. Every member would be granted the right to a reasonable profit because every other member would want a reliable source for materials.

It is presumed that the institute would in its constitution pledge its membership to perform in terms of efficiency. And it would presumably recommend changes in laws. It seems to me that all this would require would be for us to lay aside some of our impeding traditions and pieties. I know it will be said that this cannot be done and that laws cannot be changed, but both of these are negative statements and up to now I have known of no one who has been able to prove a negative.

The product of such an institute would be self-regulation within commerce and industry. It seems to me that such a plan is wholly feasible and capable of being put in effect within a reasonable time. It would result in all industries being controlled by motives of enlightened self-interest, which I make bold to state is the only guide to good conduct.

As such a plan is put in operation, each and every one of the vertical and horizontal states would have at its command the guidance of the best intelligence as well as the maximum of technical knowledge and all the sciences appropriate to its use. With the ever-increasing use of mechanical power, prices would tend to become lower, production would increase, and consumption, as it is now understood, would go forward at an ever-increasing rate. It would eliminate the waste to which competitive business has been subjected, which in itself would afford a profit that greed would contemplate with envy. It would be a great step, it seems to me, in Man's pursuit of seeking accord with Nature and Nature's God, which is Man's function on earth.

It would afford the business complement to the political credo "of the people, by the people and for the people." It would eliminate the government from business and return it to its original function of umpire in the game of business rather than that of both umpire and player. It seems to me it would solve the so-called money problem because no scientific plan of business could long depend upon a legislated standard of value. Such a plan would demand an absolute standard of value. It would within a few years relieve governments from the insidious bureaucracy towards which they always tend.

It seems to me that our present period of depression is epochal rather than incidental, and that we are in an economy



which we have not correctly appraised. A correct appraisal of it should lead us into a period of so magnificent prosperity that we cannot now properly imagine it. The problem thus presented is not a problem for politicians, but a problem for business men.

While such a plan might be worked in almost any land, it is particularly well suited to the United States. A comparison of the growth of wealth and wages between 1899 and 1929 shows that Amer-

ican wealth increased about five and one-half times and wages about three and one-half times. Such a plan should by 1960, the next thirty-year period, appreciate these items with much greater rapidity. Such an economy, as proposed, would, it seems to me, reward every player in the game of business in proportion to his contributions, and would be superior to either socialism or communism for the United States. In fact, I submit it as the American plan.

## Evicting the Shelf-Warmers

(Continued from page 21)

with the inexorable finality of a taximeter.

Every retailer who is familiar with such simple calculations understands perfectly why rapid turnover forms in most lines an inescapable basis for the conduct of a prosperous business, why it is vital to focus attention on lines in active demand, and, why, on the other hand, the wise merchant shuns the items that Potash and Perlmutter were so fond of calling "stickers."

The results of the Louisville and St. Louis surveys "hammer home" to the consciousness of every single one of us the tremendous importance of the relation between turnover and the return that one gets from a store. In Louisville we studied twenty-six retail stores. Eight of them were especially successful as profit-makers. And six out of those eight had a rate of turnover decidedly above the average for the entire twenty-six, considered as a group. One store near the top turned its stock thirty-four times. And how about the poorest money-maker of all? It secured barely ten turns. I am not, of course, suggesting that turnover alone was responsible for these results. It was merely one part of the all-round good management which made these stores succeed. But the connection is highly significant, nevertheless.

We found case after case where slow-turning items piled up cost in a most deplorable fashion—far out of proportion to the average expense of the store as a whole. Dwindling profits, often a loss, on these goods generally resulted. This was particularly true of low-price commodities where the average order value was small.

I remember the case of one grocer who was carrying twenty types of cleaners, representing an inventory of \$74. Upon analysis, it was discovered that nearly sixty per cent of his sales were on three items representing an inventory of only \$8. The other seventeen items were

dead wood. Another grocer had \$61 invested in sardines, sixteen different ones by brand or size. Four of these, representing an inventory of \$5, accounted for not less than eighty-three per cent of all his sardine sales. Of the \$61 inventory, \$19 worth simply "refused to move" at all. In each case, a swift alteration in buying methods resulted in greater profits. The Louisville grocery stores, all together, were selling eighty-nine different items of tea. Five items were accounting for ninety-five per cent of all tea sales. Enough said!

**T**AKE, too, this instance of a wholesale house—illustrating the general principle which applies, of course, with special force to many retailers. A well-known wholesale hardware concern in New England embarked upon a new policy of "stock simplification." It reduced its items of stock from 12,000 to 6,500 (simultaneously reducing the number of customers to whom it sold, as well as the number of its sources of supply). What was the result of this rigorous trimming process? The consequences were really dramatic. The volume of sales of this company decreased thirty-three per cent ("not so good," you may say—but wait!)—and the dollar volume of its profits increased thirty-five per cent! Truly a consummation of a most satisfactory sort!

One of the broad conclusions drawn from the Louisville grocery survey was that most grocery stores stocked too many brands, varieties, and sizes. A business man must bear in mind that a big variety of items is by no means essential to good volume or sound profits, and may seriously weaken turnover. What is wanted is stock that sells—at a profit. Articles that lie dead on the shelves are a drag on the turn of the whole stock, a costly impediment to any profitable operation.

To be sure, the kind of community

# On to Maine!



● After the Boston convention, come to Maine for golf in the clear, bracing air. 76 courses to choose from—many built by leading golf architects.



● The lakes, woods, seacoast and mountains of the famous Pine Tree State are less than two hours from Boston by the fastest train service in America. Fine motor roads to and through Maine.



● There are 7,500 lakes, rivers and streams in Maine. Fighting salmon, trout and togue, black bass, pickerel . . . are waiting for you. Plan now—mail the coupon and come.



**MAINE  
DEVELOPMENT  
COMMISSION**

### MAINE PUBLICITY BUREAU

200 Longfellow Square, Portland, Maine.

Please send free copy of Official State Pamphlet giving all information on Maine vacations.

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_

## How about BERMUDA after the Boston Convention . . . ?

Your International Convention at Boston ends June 30. The next day, July 1, the superb MONARCH OF BERMUDA sails from New York . . . a post-convention trip that represents the very height of ocean-going pleasure. Give yourself this incomparable vacation before you return home.

Bermuda is delightful in the summer . . . the average July temperature is 78°. Golf courses, tennis courts, coral beaches and rich flower gardens invite you. And though you enjoy the atmosphere of living in a foreign land, you still are close to home. The fast MONARCH and QUEEN OF BERMUDA will take you back to New York in 36 hours whenever you must go. Telephone service to American points is available at all times, both from the ship and from the Island.

Cook's, who have for years been associated with the travel plans of Rotary International and its members, are making special arrangements for this Bermuda trip . . . at very reasonable rates. Write now for complete information and make sure of early bookings. For suggestions and details of other pre- and post-convention trips, address your nearest Cook—Wagons-Lits office.

## THOS. COOK & SON WAGONS-LITS INC.

587 Fifth Avenue, New York

Philadelphia	Boston	Baltimore	Washington
Chicago	St. Louis	San Francisco	Los Angeles
Toronto	Montreal	Vancouver	Mexico City

SEND US YOUR ORDER FOR

### Bound Volumes

"The Rotarian" 40-41, 1932

THE complete file of "The Rotarian" for 1932—twelve issues—have been bound in one volume. These volumes are nicely bound, gold stamped and reasonably priced, \$2.50 the volume. Order today!

The Rotarian 211 West Wacker Drive  
Chicago, Illinois



**Minstrels**

Unique First Parts for complete show with special songs and choruses. Make-up, Costing Free.

T. S. Denison & Co., 623 S. Wabash, Dept. 95 Chicago

you operate in will always influence the range of stock you must keep. Well-to-do neighborhoods want a variety of fancy wares and will pay for them. In outlying sections, where other kinds of stores are scarce, a grocer may even be compelled to stock a side line—notions, drug items, or the like. And this is probably the place to stress a reservation with regard to drug stores, in which field a number of special conditions obtain, as disclosed by our recent exhaustive survey in St. Louis. In the retail drug field, the very substantial advantage of buying large amounts in order to secure the important quantity discounts must be weighed over against the advantage inherent in rapid turnover. And the decision as to a course of action in any individual case must be reached after a careful analysis of all the determining factors.

One need hardly say that stock reduction alone does not automatically increase profits. In many cases it is found profitable to replace the dead wood with new items that will yield a steady accumulation of sales and pay their own way. Both methods result in a more active stock and livelier turn. A store full of active and salable commodities is a more inviting store. Fresh stock increases customer-satisfaction and cuts off complaints.

**C**AREFUL, scientific stock control is the answer to the problem I have been discussing here. I fully realize that the selection of desirable, fast-moving items for a retail store is somewhat difficult under the present systems of marketing. It often calls for a good deal of experimenting which is sometimes costly. Great pressure is put on the storekeeper to stock all sorts of items. Unless he exercises shrewd judgment—unless he keeps track, with some precision, of his stock and his sales of the individual items, and the relation between the two—he is likely to find himself soon enmeshed in an inextricable tangle and muddle that may lead ultimately to the bankruptcy court.

The retail merchant's problems will be immeasurably simplified if he keeps proper records on the movement of each

## Partners

[Continued from page 12]

anyone. Married men, younger married men with little children, had to be kept at work. This neighborhood had changed. But he loved the house. He had thought by taking in roomers . . . Unfortunately,

commodity stocked. The need for such exact information has been widely recognized for some years. Yet storekeepers have raised several objections to the operation of available systems of control. The chief objections have been the cost of their operation and the excessive time required in keeping the records up to date. Methods have recently been developed, however, which, I believe, will overcome these objections. Retail merchants in some parts of the country are now employing a form of stock control card the use of which entails an absolute minimum of time and expense.

One of the Department of Commerce studies, entitled "Retail Profits Through Stock Control," describes the simple method of record-keeping, requiring no additional clerk hire, by which one progressive merchant was able to pick out and discard those items for which there was no real demand. He ordered his stock of live items in amounts corresponding to the demand for each. By these methods he effected, over a period of three years, a net reduction of thirty-two per cent in his inventory and eight per cent in money invested in stock, and he increased his sales twenty per cent. The most gratifying result was a fifty per cent increase in dollar profits.

When a merchant deliberately and intelligently sets out to stimulate the turnover of high-margin goods in his store, he finds today many new ideas and devices at his command. Judicious store arrangement forms one of the most efficacious methods. "Impulse goods" are given the fast-selling display space toward the front of the store. Where possible, they are left open to the customer's sight and touch. Carefully planned aisles and "island displays" help to carry the customer completely around the store. He or she comes "under the guns" of the whole high-powered array. The results, in most cases, are eminently satisfactory.

These, then—in hurried review—are some of the aspects of the question of keeping a retail stock active. It is assuredly a vital question in contemporary American business. Movements toward its rational solution will contribute very materially toward the restoration of more nearly normal conditions of prosperity.

however, none of them had a job at the moment.

But they were all good people, and would surely pay him when things took a turn for the better. "For the present,"

he had said quaintly, "They are my responsibility."

Up to that time Virginia had felt them to be hers. But from then on she had had a partner in the enterprise of keeping bodies and souls together, and self-respect alive in the Burkes and the Svensons, Browns, and Gibsons, all of which interested her no less than the fantastic economies by which their landlord had managed to pay gas, electricity, and water bills, and the interest on the mortgage. By work-relief cards, careful budgeting, and continual plotting, they had managed it together.

He had used his influence with Mr. Olsen to persuade his wife to go regularly to the neighborhood Infant Welfare Clinic, and Virginia had proudly ordered the milk which the Relief Service provided for pregnant mothers. Every time that funds had run low, while the legislature at Springfield had argued or the Reconstruction Finance Corporation deliberated, when rumors had gone abroad that the stations would close in a week or in a day, Virginia had shaken in her small worn shoes. As the fourth winter of the depression closed in upon them the problems of a beleaguered city were symbolized for her in one fine old house on Adams Street.

But today another problem confronted her, and sent her swiftly up the steps to knock on her friend's door.

"I KNOW you have your hands full now," she was saying a few minutes later, "but could you, would you take another family? The man is a college graduate, an accountant. He has a little bit of a wife—the kind that does the housework in pink pajamas—and three lovely children. He always brings them with him to the station. That's not allowed, you know, and it drives Miss Coleman frantic. Up to a year ago he lived on the North Shore. But he's been out twelve months now. They've drifted from one place to another, sold all the furniture, and finally wound up in a furnished room. They were evicted this morning, and now they are all sitting there in the station, waiting for me to find them a place. I ought to make him find it himself, but I really don't think he could.

"Something terrible has happened inside of him. He's just *slumped*. Right up to last week he was so hopeful, always just about to land a job. But now something's gone. He just sits there. And the children all have colds. I thought of you—and those two rooms in the basement. They are quite dry and warm, since we got that coal—and you could have heat. But the thing that troubles

me most is this: He won't take the work relief. I explained to him that it would pay his rent, but I couldn't be sure what kind of work it would be—it might be park or street work, or the forest preserve. He thanked me in a gentlemanly, abstracted way, but was very definite about it. I thought that if I could get them in here for a few days we might be able to work out something. Right now his attitude is that society owes him a job—the kind of a job he's been trained for, and that he's done his best, and now it's up to us."

"The room," her partner replied, "will need a little cleaning. Three children? I'll bring down another cot from the attic. I could have them ready in an hour and a half."

Back in the station the next morning, Virginia looked up from six new records marked "emergency" to face the earliest of her callers. Her heart sank as she recognized the chief emergency of the day before. And then it lightened. One glance told her that, again, something had happened inside of him. The thing which was gone had come back. He stood erect, and looked her squarely in the eye.

"I am extremely sorry," he began at once, "to cause you any further trouble. But if you don't mind, I'd like you to recommend me for the work you spoke of. Any kind of work. It doesn't matter. The world may have gone crazy. It may not be my fault. But I find it, under the circumstances, impossible—" He paused, looking for the right word, but finished bluntly, "It's bad to take food from the Relief Service. But at least I paid enough taxes, in my day, to feel that I've given something to the government. But I can't let that fine old gentleman take care of me. I've got to pay my rent."

#### POSTSCRIPT.

The names in this story are fictitious. The facts are true. There are hundreds of Virginias, Miss Colemans, clients, and landlords who are meeting, together, a situation that a few years ago we would have believed to be impossible. Bitterness, resentment, and criticism get into the papers. Courage and patience, understanding and generosity are seldom mentioned.

Landlords who have carried their tenants for years without rent, small tradesmen who have fed half the neighborhood on credit, milkmen who have continued to deliver the milk, knowing that they would have to pay for it themselves, coal dealers who have kept the home fires burning, are the "Unknown Soldiers" of the Great Depression.



## SCOTLAND

Be sure you include Scotland in your European trip. The journey is great, the destination wonderful. Every weekday the world's two most famous trains—the Flying Scotsman from King's Cross and the Royal Scot from Euston—make their epic runs between London and Scotland. Luxury trains they are with a long tradition for comfort and good service—record-breakers both, doing the 400 miles in well under 8 hours!

There's so much to see. Edinburgh and Holyrood—scene of the Mary-Darnley-Rizzio drama—the Scott Country, the Isle of Skye with its memories of Bonnie Prince Charlie, the famous golf resorts on the East Coast, the grandeur of the Highlands. Give yourself plenty of time in Scotland.

With a return ticket to Scotland you now have the choice of travelling back by the East Coast, West Coast or Midland Routes.

*Illustrated Pamphlets from T. R. Dester—Vice-President, Passenger Traffic, (Dept. A.26.) LMS Corporation, 200 Fifth Avenue, New York City; H. J. Ketcham, General Agent, L & N E Railway, 11 West 42nd Street, New York City, or from your own ticket agent.*

# LMS

# L · N · E · R

LONDON MIDLAND  
AND SCOTTISH  
and  
LONDON & NORTH  
EASTERN RAILWAYS  
OF GREAT BRITAIN



## The Talent

[Continued from page 24]

"Bernie," an' "Bob." But it was "Mr. Comstock" when th' battleship was warped int' the room. He used to come pretty regular to the luncheons, for th' pleasure o' spoilin' them, they said. He used to put his badge on his coat, glower at th' young lads at th' reception table, walk past th' Fellowship Committee and take his seat by himself. 'Nuff to turn the cream sour, he was.

Ed was Program Chairman an' my boss was th' President, an' they used to talk in the shop when th' customers had gone an' try an' figger out some way o' makin' a real Rotarian out of Mr. Comstock.

"Marjorie's so sweet," Ed said, "that I'll bet a hat her old man can't be all steel. Must ha' been a time when he played with her an' rumbled her up. Must be a way inside his crust. Trouble is he hates me for playin' that trick on him an' comin' back just when he paid his good money to railroad me to the nearest garbage tip."

"Rotary idea's a wheel," says the boss, "but a wheel has got to do more than just go round. It's got to go forward, make progress, or else drive somethin'. Y'know, Ed," he went on, "this idea o' radiation is a big thing, a wonderful conception, but it's got to be more than just radiation. It's got to be Irradiation. That means a shinin' into an' out of dark places. 'Pears to me," he says, speakin' slow an' thinkin' his way along, "that we're doin' enough radiatin'," he says, "but we're short on irradiatin'. What I mean is we're friendly an' helpful to each other so long's it's easy, 'cause we like each other. But with old George—gosh, how hard it is to call him that—we go through th' motions but don't give out the light."

"I got it, Larry," says Ed, grinnin', "let's put him on the Fellowship Committee. He'll have to do a bit o' active radiatin' there, an' it'll give him a work-out, loosen up his lips for smilin'. Why," he says, "it'll iron out them brackets he's got round his lips to keep 'em fr'm expandin'. Let's try it."

So they put old Comstock on the Fellowship Committee. He had to wear a

funny sort of Turkish hat, but it wasn't the hat that made him look comical, it was th' face, grim an' hard-boiled, 'bout as welcomin' as a bulldog on a lawn looking to a mailman.

He used to give his hand to the guests an' snatch it back as if they was goin' to use it as collateral. He would watch the others bring up their hands and slap a feller on the back, an' after a bit he got so he would try to give an imitation. His hand would 'bout get as high as the feller's elbow an' then it would drop paralyzed.

**A**FTER 'bout the sixth or seventh time he got so's he would trust his hand to strangers. Fact was, he'd simply leave it in theirs loose-like, an' wait till they'd done with it. Ther' wasn't no more grip to his fist, outside bankin' hours, than there was hair to Baldy Mathers, but th' boys knew him an' didn't get fantastic notions 'bout his fellowship.

Ed give them the high sign, though, an' made 'em cut out the Mister. Even young Rudy Mann, who owed him on a note he couldn't pay, piped up weak an' called him George. Ed gingered 'em up still more, an' they began to make a point of back-slappin' ol' George, squeezin' his hand, jollyin' him along, an' askin' his advice on all sorts o' things.

An', gradually, like a tiny green leaf openin' after the last o' the ice has melted off the roads, George began t' like it. The day he called Pin Wheeler "Ol' Hoss," three Rotarians dropped in here an' told me. They was as proud as if it was their kid's first words.

Ed got busy soon after that an' put a proposition up to George that he should talk to the club on "The Makings of Ranesville." It was George who brought the makings, so he'd order make a swell job of it. My boss introduced him in a little speech where he said that few men could claim the honor of founding a town, of planning its growth, and welding it to the larger life of the state an' nation. If George was proud of Ranesville, Ranesville had reason to be proud of George. Did it go over big? Say, I could hear them from the shop, clear over here.

Boy, it was just like a plumber fixin' a sink that won't empty. When George Comstock stood up before his cheerin' feller-townsmen, acknowledged by them as the guy responsible for the town, all the sourness ran out of his sink. Th' good feelin' an' friendship he saw in front of him, radiatin' like th' boss says, from all over the big room, it shines clear through him an' come back again, to the



For the past eleven years Rotarians of New England have held their District Conclaves at

## Poland Spring, Maine

On June 20, 1933, the International Assembly will convene there.

Home of **Poland Water** PERFECT FOR THE TABLE AND THE CHOICE OF THE TRAVELING PUBLIC THE WORLD OVER.

Also famous for

## POLAND SPRING HOUSE and MANSION HOUSE

OPEN JUNE TO OCTOBER. AMERICAN PLAN. Where Hospitality Truly is a Fine Art

For years Rotarians from many countries have received a characteristic welcome at these hotels.

Plan to give yourself the pleasure of visiting Poland Spring following the International Convention at Boston. The Maine State Building, removed from the Chicago World's Fair to Poland Spring and now housing a library of 9,000 volumes, will be found of interest.

Remember, you have not seen Maine until you have seen Poland Spring.

Hiram Ricker & Sons, Inc.

Poland Spring, Maine

Poland Water Served to Guests Without Charge



Please mail me hotel booklet, rates, and information. No.

Name \_\_\_\_\_

Address \_\_\_\_\_

boys out front. He actually smiled, yes, or, George Comstock certainly smiled that day, an' then he made 'em a whack-in' good talk. It was the friendliness o' his fellers, their belief in him, their pride in him that worked the miracle. I got the boss' word for it. Seems like it was a thing they called psychology that did it.

Y'see, Rotary stands for somethin' bigger than the men who belong. Most guys, whether they're makin' money or just plain fightin' for it, know that money's not everything by a jugful. They know that if a man's monument is only a heap o' dollar bills, it don't amount to much. He must be remembered for what he's done to pass on to others what he's been trusted with. That's the boss' religion. It's good enough to be mine.

George Comstock had buried a big talent for friendship an' kindness deep inside him. P'raps when his wife died, he closed his heart up; p'raps he didn't get wise to himself. P'raps he reckoned a business man who's friendly leaves himself wide open to imposition. I'm on'y guessin'. It took somethin' that forced men's friendship on him to make him realize, first of all its own value, and then, a wonderful capacity in himself to give back.

YES, sir, this town's somethin' more'n bricks, mortar, and concrete now. See that park over there. George Comstock gave it to the people. He built that auditorium for the high school as a weddin' present to Marjorie when she married Ed Price. A funny thing happened 'bout that weddin'. Y'see the Rotarians gave Ed a dinner. Him an' his wife an', of course, ol' George was stuck up at the head o' the table an' when it come to th' speeches Ed got up grinnin' like a Cheshire cat.

"I got a joke t' tell y' on George," he says, an' we all stopped eatin' our dessert t' listen. "He wanted to git rid o' me," he says, "so's I wouldn't have this here weddin' feast we're eatin', leastways not with the same bride and groom. It would ha' had to been two other fellers," he says. "So he come to buy me out. I didn't do my bankin' with George," says Ed, laughin', "I did it in my pants pocket, what there was of it, but when George come in to buy me out there wasn't hardly any pants pocket," he says. "I was just thinkin' o' runnin' for cover," he continued, "when George made it unnecessary by handin' me a roll. So I upped and over to th' next town an' told th' banker an idea I'd been mullin' over a longish time. I needed a bit o' help to swing it. He thought it over a few days an' then came through. That's how I

came back to Ranesville with the flags out. An' I owe it all to George Comstock."

There was a roar o' laughter an' when they'd got through, old George got up. He was grinnin' too, like a cat what'd eaten a canary.

"That's a swell joke on me," he said, "but I guess you'd better hear the rest of it. Happens I own a biggish slice of the bank my son-in-law went to. The banker come runnin' hot-foot to me, seein' I was likely to know somethin' 'bout this young man. He told me Ed's idea. I says to myself—'Here's where I

get a buyer for that corner block that I've been stuck with for years. An' if that Ed Price has such a whale of an idea for a garage an' gas station, seein' the State road is comin' through Ranesville, maybe I was wrong in figgerin' him just a wise-crackin' fool. He may 'mount to somethin' yet, I thinks—so I made the loan to help him swing it. Even if I was wrong, an' he turned out a fourflushin' fool, I was one opposition drug-store to the good an' had my three thousan' dollars back, an' I figgered the gas station would be a darn good investment, with a real man back of it. Now, who's the goat?"



*Living at the Bismarck*

"Those ads we read back home about the Bismarck certainly told the truth. It is the most restful hotel I know."

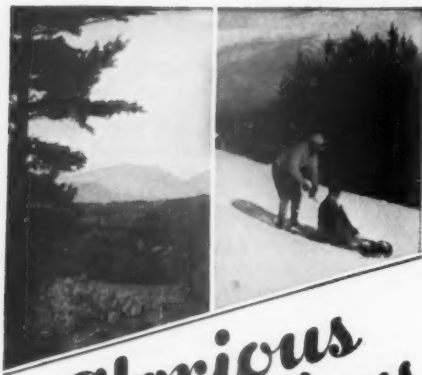
"Yes, and the menus they serve live up to their slogan, 'Known for Good Food.'"

Send for World's Fair  
booklet. Rooms \$2.50.  
With bath, \$3.50, and up.

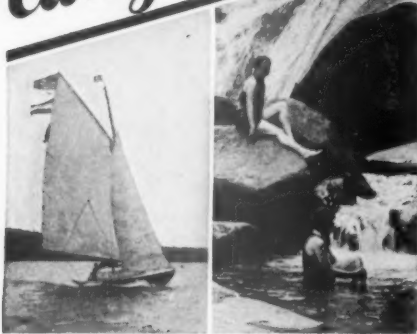
OTTO K. EITEL  
Manager

## BISMARCK HOTEL

RANDOLPH AT LA SALLE  
CHICAGO



**Glorious  
carefree days**



IN the cool New Hampshire sunshine you will find an ideal place to rid yourself of that harassed, cramped winter feeling, and to stretch your legs in a land of good sport and care-free beauty. Let us send you beautifully illustrated booklets, free, describing vacation possibilities.

## NEW HAMPSHIRE

**"all the year round"**

STATE DEVELOPMENT COMMISSION  
33 Park Street, Concord, N. H., Dept. B  
Please send me free descriptive booklets.

Name \_\_\_\_\_  
Address \_\_\_\_\_

## Order Today

Complete your library of bound volumes of THE ROTARIAN by ordering today.

Prices range from \$1.25 to \$2.50  
a volume

Volumes 40-41, 1932, Now Ready  
for Delivery.

These volumes are nicely bound, gold stamped and indexed; price each \$2.50.

Order today!

THE ROTARIAN

211 West Wacker Drive, Chicago, Ill.

## Here Are Friendly Trails

[Continued from page 15]

no place is more rewarding than Boston. It is one of the most beautiful large cities in the world. The Charles River flowing through the heart of the town, has a magnificent esplanade on the fashionable Back Bay side, while the buildings of the Massachusetts Institute of Technology and the new dormitories of Harvard University on the other bank, make an unforgettable scene. The old bridge, where Longfellow stood at midnight, has gone; but the view from any of the newer bridges, by night or by day, is enchanting.

The Boston Symphony Orchestra, one of the finest in the world, gives during May and June, "pop" concerts, the best of the kind in America. Rotarians should certainly spend a pleasant evening in this fashion.

NO country is great unless it has a voice, Carlyle used to say; and for many years Boston was the voice of New England, and New England the voice of America. Geographically New England is small; but her six little states abound in physical beauty and historical memories. An overseas lecturer recently took occasion to sneer at Rotary, of which he knew nothing, and also at American small towns and villages, of which he had seen only a few. I wish he could have stayed here longer and seen more, before he made those sweeping generalizations; I should like to have taken him on a tour through New England.

I advise all visiting Rotarians who can possibly afford the time, to see this whole section of the United States, which has contributed more to American ideals than any other, and which abounds in colonial houses and traces of our early settlers. In the first place, New England, like old England, smells of the sea; New England is geographically (and in many other ways) nearer to Europe than any other part of the United States. The Maine seacoast is full of beauty and of beautiful summer places; the brief coast of New Hampshire has one highly interesting old town, Portsmouth, containing lovely specimens of colonial architecture; Massachusetts and Cape Cod are interesting every mile. Newport in Rhode Island, is one of the show-places of the world; the whole southern coast of Connecticut, with the mouths of three mighty rivers, the Thames, the Connecticut, the Housatonic, is full of beauty.

Very little of New England is flat;

hence the tourists travelling by motor car, have a constant variety. New England is made up of seacoast, lakes, rivers and mountains. "Diversified" is the proper word for the scenery. One motor ing northward from New York, going through western Connecticut, the splendid Berkshire Mountains in western Massachusetts, and the noble Green Mountains of Vermont, has a constant feast for the eyes. And in Vermont, the farmers live in one respect like the ancient Romans; their walks, even the humble path from the farmhouse to the barn, are of marble.

In New Hampshire, the mountain scenery is magnificent. The Presidential Range, the various "notches" and lakes, the famous Profile, are all worth a visit. But even better than sublimity is tranquillity. It is positively restful in this machine age to see the old villages of New England, with their quiet, broad streets, their double aisles of magnificent elms, their white houses flooded with sunshine.

The eighteenth century was as great for its domestic architecture as the thirteenth century was for its cathedrals; no twentieth century architect can create a plan for a house that will surpass in beauty and dignity and repose and charm the average dwelling-place of the eighteenth century. New England, especially in its villages, has many houses built two hundred years ago; they combine the severe dignity of the Romans, with the charm of intimacy. In our fearfully noisy and breathless age, one sometimes looks with longing on the life lived by our American ancestors in 1700; well, one can taste of that in a good, refreshing draught by seeing the heart of New England. Here, even today, is peace.

I rejoice that the Rotarians from all over the world are coming this year to New England. Many Europeans, when they think of the United States of America, think of Babbitt and Main Street; they think of noise and boasting and bluster and vulgarity; we have all these. But I hope that our visiting Rotarians will see in the proud city of Boston and in our oldest university, Harvard, that there are even in this mass-production land, some centers of genuine culture and learning. And I am even more eager for them to see our lovely landscapes of New England, our quiet villages of drowsy beauty, our small towns filled with homes. And I advise them to read, both before and after seeing New England, one volume—the *Collected Poems* of Robert Frost.



## Something New in Education

(Continued from page 9)

If it could be, business itself would be the first to want it back. Those who want it taken out of business usually mean that they wish to derive every advantage from natural or legal monopoly or from governmental subsidy and protection without submitting to governmental regulation in the interest of the general public. If we reduce the cost of government, we must be sure that we are not sacrificing those interests and institutions which alone make our government possible.

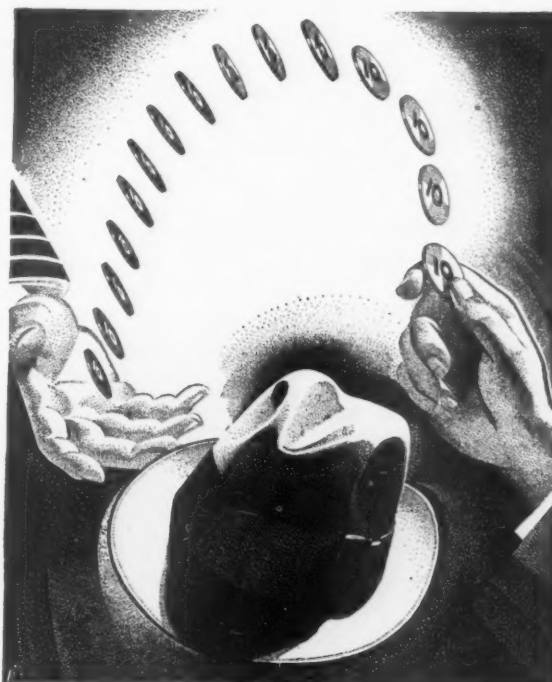
Now you may suppose from what I have said that I regard all educational institutions as perfect and feel that all they need is more money. This is scarcely true. In spite of a life spent entirely in association with them, I have a high opinion of educational people. As the teachers of Chicago have shown, they are likely to be loyal, self-sacrificing, and disinterested. But largely because of their preoccupation with the problem of quantity, colleges and universities have until recently had little opportunity to develop learning in America. They have been concerned with teaching.

In the last fifty years, professors in the great universities have been able to secure a little time and more money to do some higher learning of their own. This they call research. They have even been able to set free certain advanced students and to encourage them to do a little learning too. This is called graduate study, or preparation for the Ph.D. degree. But the student from the freshman to senior year, from eighteen to twenty-two, has been permitted to do almost no learning. He has been taught. He has continued the process to which he has been accustomed in high school. This has involved taking a course, memorizing it, and repeating as much of it as may be demanded on an examination given by the teacher who taught it. If the facts were handed back without too much mutilation, the course was passed, counted as one point toward college, and forgotten.

In college the student proceeded in the same way. He took thirty-six courses, forgetting each one he passed as he passed on to the next. If he passed them all with a general arithmetical average of the appropriate height, he was sent forth into the world as an educated per-

# No more overhead on your HEADGEAR

*Restaurant Check Room Tips Abolished*



## AGAIN THE STATLER HOTELS PIONEER

Buying a hat is the only installment purchase you never complete. You buy it once from the store and a thousand times from check room attendants. It may be *your* hat, but it's *their* meal ticket.

But not in a *Statler hotel*... Not after today! We've banned gratuities at the check rooms of all our public dining rooms. They're barred — forever! The attendants, hereafter, *cannot* and *will not* accept a tip.

You'll acclaim and help us with this reform. We know you will, because you helped us when we banished the tip-soliciting attendants from our wash rooms and applauded when we barred all surcharges at lobby news stands and cigar stands.

Statler pioneering, Statler leadership is continually blazing new trails to greater comfort, finer service, more perfect economy in hotel living. You know the Statler record... that these hotels were the *first* to provide a private bath with every room, circulating ice water, a morning newspaper under the door, free radio reception and a dozen other comforts.

You know, too, that the friendly, courteous service you have always received in these hotels has grown out of a genuine desire to make life more pleasant for the guest. This last innovation, the abolition of the hat check tip at restaurant check rooms, is present day proof that our spirit of service marches on.

## HOTELS STATLER

*Boston • Buffalo • Cleveland • Detroit • St. Louis*

**HOTEL PENNSYLVANIA IS THE STATLER IN NEW YORK**

# Why Not

order this

## Beautiful Binder

for your magazine?

- It is strong, durable, simple in construction, easy to operate.
- It holds twelve magazines in a manner which enables them to be opened perfectly flat.
- It is equipped with a new style magazine holder which affords quick and easy insertion and withdrawal of the magazines.
- It has a handsome grained leatherette cover, embossed in gold.
- It will make an attractive addition to your library table or shelf.
- It is splendid for ready reference. It enables you to keep your copies of THE ROTARIAN in a quickly findable place.
- Each issue of THE ROTARIAN contains valuable information. Decide now to keep your copy in this beautiful and serviceable binder.
- The price is \$2.50 delivered in the United States and \$3.00 delivered in other countries.
- Order today by name—THE ROTARIAN Multiple Binder.

## THE ROTARIAN

211 West Wacker Drive  
Chicago, Illinois, U. S. A.

son. It must be clear, however, that if he was educated it was not the fault of the system. Or, to put it another way, he could perfectly well pass without learning anything. The system was a system of acquiring credits, rather than acquiring knowledge. Thirty-six credits with an average of 65 meant that our friend was educated. Thirty-five credits with an average of 64 meant that he was not. It will not surprise you to learn that in a law school, of which I once was dean, we had to buy an adding machine to tell whether our students graduated.

Since the examinations were always given by the teachers who taught the courses, the intelligent student realized that he should give quite as much attention to the teacher's words as to the significant features of the subject. Since the subjects were frequently unrelated and the examinations always so, it was unnecessary for the student to do any thinking about the course in relation to other courses. It was unfair for a teacher to assume, in an examination, knowledge gained in another subject. This game was not hard to beat, and so the bright and restless student naturally turned to one more stimulating and challenging—those highly organized extra-curriculum activities that have characterized the American institution of higher learning. The college retaliated by requiring attendance at classes.

For some reason or other (probably it was connected with the difficulty of dealing with large numbers), the college also set minimum time requirements. The student either had to stay in college a certain period or had to pay extra if he wished to do extra work. Additional obstacles were thus placed in the way of any excessive use of the mind. These regulations affected the deliberate student as well as the brilliant one. The slow but substantial citizen had to adjust himself to his new environment with a fair degree of rapidity or find himself on probation or perhaps expelled. The system was made for the average student; it had to be. But both the brilliant and the slower student of solid worth suffered from it, and I have been unable to think of any compensatory advantage which the average individual secured.

The University of Chicago decided two years ago that it didn't like this. It decided to change the system. And what is more startling in academic life, it actually did so.

In the first place, it determined that it would try to give a good general education. It therefore created a new college, having jurisdiction over the first two years. The object of that college is

to try to find out what a general education ought to be. The members of the faculty of that college are people who are interested in that problem. They have completely reorganized the curriculum and have developed four courses in the fields of the social sciences, the biological sciences, the physical sciences, and the humanities, with a view to presenting the principal ideas in the four main fields of learning as the basis for a general education.

Even in this college the students are not required to attend classes. Even here there are no arbitrary time requirements. Even here credits are abolished; even here there are no course examinations. One quarter after he has appeared for the first time on our campus, the student may present himself for the general examinations covering the whole college course, which is expected to take the ordinary student two years. If he passes these examinations, he may receive the college certificate, and may proceed either to try to find a job or into one of the upper divisions. If he fails in these examinations he may take them again; and he may repeat this process as often as he likes, unless or until he becomes a public nuisance. The general examinations alone, not credits, determine his progress.

THE general examinations, which test the acquisition of a general education, are not given or graded by the teachers who have taught the courses. They are administered by an independent board of examinations which has a large technical staff. The purpose of this board is not merely to administer examinations; it is to study the various kinds of tests and experiment with new ones. By creating it we make clear our feeling that the examining function is not simply an incident of the teaching function, but is a central problem by itself that demands the best attention we can give it.

In the same way we are studying the problem of educational and vocational guidance. This question has long been regarded as one that any teacher could answer. But under the Chicago Plan, a dean of students has charge of the whole group in arts, literature, and science. His staff is engaged not alone in trying to give the best advice in the best way, but also is trying to develop new ideas and new methods. Fortunately, the inauguration of the New Plan coincided with the opening of the residence halls for men, where the dean of students is conducting some promising experiments in integrating a housing project with an educational program.

I ignore here the changes which the

New Plan  
tion, rese  
the sake  
what we  
vate edu  
amashed  
we have  
have lea  
When we  
was conv  
suffer m  
an exper  
the most  
graduate  
Instead,  
entrance  
this year  
We h  
gram app  
four year  
had scor  
logical  
colleges.  
scored 2  
from ten  
ranking  
jumped  
We h  
have in  
outlines  
all stud  
placed  
them.  
dent m  
for exam  
es. Thi  
presente  
subjects  
selves,  
They p  
higher  
class.  
We  
are sel  
people  
would  
dom w  
matter  
we hav  
in our  
lem. A  
where  
higher  
was re  
IN th  
good  
amina  
is pos  
learnin  
course  
citene  
sent  
studen  
drasti  
studen

New Plan has produced in administration, research, and advanced study. For the sake of brevity I shall merely relate what we have learned about undergraduate education in one year since we smashed the system. In the first place, we have learned about students. We have learned that students have courage. When we entered upon the New Plan I was convinced that our enrollment would suffer materially. We were proposing an experiment. I was sure that all but the most brilliant or eccentric high school graduates would be frightened away. Instead, we had more applications for entrance last year than ever before, and this year we had more than last.

We have learned, too, that the program appeals to the superior student. For four years up to last year, our freshmen had scored 187 on the National Psychological Test given to freshmen in 153 colleges. Last year, the New Plan group scored 202, and the university moved from tenth to fourth place in the national ranking. This year's freshmen have jumped from 202 to 219.

We have learned, also, that students have independence. Printed syllabi or outlines of every course are available to all students. Sample examinations are placed in the hands of those who want them. As a result, the independent student may, if he wishes, prepare himself for examinations without attending classes. Thirty-nine freshmen in the past year presented themselves for examinations in subjects which they studied by themselves, without benefit of instruction. They passed, and passed with an average higher than the general average of the class.

We have learned, too, that students are self-respecting. Many educational people predicted that horrid consequences would ensue from the unheard-of freedom we were giving freshmen. As a matter of fact, we had less wreckage than we have ever had. There was no increase in our almost invisible disciplinary problem. Attendance in New Plan classes, where it was not required, was 1.3% higher than in old-plan classes where it was required.

IN the second place, we have learned a good deal about the curriculum and examinations. We have discovered that it is possible to get students excited about learning. The freshmen and sophomore courses are designed to develop that excitement, to stimulate thinking, to present ideas, rather than to cram the student full of information. We have drastically reduced laboratory work for students who do not intend to become

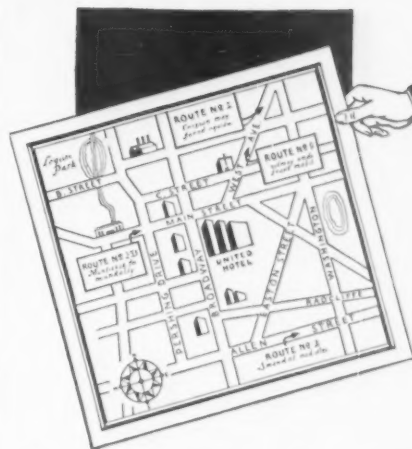
scientists. Furthermore, we now have ready the first educational talking motion pictures for college students. These will take the place of costly, time-consuming, and ineffective experiments in the sciences, and will have some influence on science teaching everywhere. We have learned that it is possible to draw up examinations that are really general and comprehensive, in the sense that they compel the student to think, to coordinate his information and the ideas he has acquired in his reading and his courses.

But most important, we have learned that our examination system produces an absolutely unprecedented relation between the teacher and the student. Since the examinations are not given by the teachers who have taught the courses, we find that the student studies the subject instead of the teacher. And we have found, too, that the teacher actually helps the student to understand the subject and that the student expects him to do so. When I was a student, my idea was to get the best of the teacher. I had frequently more than a suspicion that the teacher's idea was to get the best of me. Now at Chicago, teacher and student join in a cooperative effort to beat the board of examinations.

Finally, we have learned something of the possible effect of educational ideas on the higher learning in America. On the one hand, our examinations and syllabi have been sent up and down the country for criticism. On the other hand, twenty-five hundred copies of the syllabi have been sold to educators outside the university. Presumably both sides have profited by the exchange. Since we believe that the great task of educational administration in America is to take the organization above off the neck of the organization below, we have so modified our entrance requirements as to permit the same freedom in the high school that we arrogate to ourselves.

And this, I venture to think, will be the most important consequence, if it has any consequences at all, of the New Plan of the University of Chicago: It will be its influence on education throughout the country. It is an experiment. I hope it will always be one and that it will never solidify into a system. We have learned a little. We trust we shall learn more. If we do not learn what to do, perhaps we shall learn what not to do. The New Plan means, therefore, that the University of Chicago, either as a model or as a horrible example, may sometime perhaps make some contribution to the higher learning in America.

## FREE TO MOTORISTS



### Maps showing main auto routes thru 20 big cities

HAVE you ever lost your way in a city, trying to switch from one auto route to another? Then you'll find the new United Hotel maps worth their weight in gold. These maps help you get on any main auto route. Pocket size, they can be stuck on any windshield. Send for your free set today! Use the coupon below!

City route maps are just one of the extra services United Hotels offer motorists. Others are . . . room rates reduced 10 to 30% . . . handy garages . . . motor lunches . . . and travel bureaus. Plan your trips so you can be at home in a United Hotel at night.

### Mail this coupon today!

UNITED HOTELS COMPANY,  
Niagara Falls, N. Y.

Please send me free maps for the cities I've checked below:

- |   |   |
|---|---|
| <input type="checkbox"/> AKRON, OHIO<br>The Portage           | <input type="checkbox"/> PATERSON, N. J.<br>The Alexander Hamilton  |
| <input type="checkbox"/> ALBANY, N. Y.<br>The Ten Eyck        | <input type="checkbox"/> PHILADELPHIA, PA.<br>The Benjamin Franklin |
| <input type="checkbox"/> BOSTON, MASS.<br>The Bradford        | <input type="checkbox"/> ROCHESTER, N. Y.<br>The Seneca             |
| <input type="checkbox"/> ERIE, PA.<br>The Lawrence            | <input type="checkbox"/> SEATTLE, WASH.<br>The Olympic              |
| <input type="checkbox"/> FLINT, MICH.<br>The Durant           | <input type="checkbox"/> SYRACUSE, N. Y.<br>The Onondaga            |
| <input type="checkbox"/> HARRISBURG, PA.<br>The Penn-Harris   | <input type="checkbox"/> TORONTO, CANADA<br>The King Edward         |
| <input type="checkbox"/> NEWARK, N. J.<br>The Robert Treat    | <input type="checkbox"/> TRENTON, N. J.<br>The Stacy-Trent          |
| <input type="checkbox"/> NEW YORK CITY<br>The Roosevelt       | <input type="checkbox"/> TUCSON, ARIZ.<br>El Conquistador           |
| <input type="checkbox"/> NIAGARA FALLS, CANADA<br>The Clifton | <input type="checkbox"/> WINDSOR, CANADA<br>The Prince Edward       |
| <input type="checkbox"/> NIAGARA FALLS, N. Y.<br>The Niagara  | <input type="checkbox"/> WORCESTER, MASS.<br>The Bancroft           |

NAME . . . . .

ADDRESS . . . . .





## Africa's Golden Hub

[Continued from page 28]

station level, the workers proceed along the tunnel to the point of their allotted duties. Work is generally performed by gangs or sections of native laborers, under the supervision of a European miner. The work chiefly consists of drilling holes into the gold-bearing rock by means of mechanical rock drills, known as "jackhammers." These holes are subsequently charged with explosives and blasted. The broken rock is then shovelled or "lashed" into small trolleys and transported to the main shaft, up which it is hauled in the skips for treatment at the reduction works on the surface. This treatment usually consists of first crushing the rock to a fine sand under powerful stamps, after which the gold is separated from the sand by chemical treatment.

**T**HE visitor seeing the underground workings of a Witwatersrand gold mine for the first time is presented with a scene of vivid activity. There, deep in the earth, he sees the natives loading trolleys or drilling holes to the regular accompaniment of a chanted refrain, in which manner only they are able to work in unison. Their strange melody sounds weird and uncanny. Skips and cages flash up and down the shafts, broken ore rumbles through the chutes

like distant reverberating thunder. The sound of tinkling hammers mingles with that of drills striking the rock, dull thuds, and other inexplicable noises.

His day's work over, the Rand miner's time need not hang heavily. Whatever may be his wants in the way of rest, recreation, or amusement, they are amply catered to in South Africa's Golden City. The white miner, if married, is provided by the mine authorities with comfortable quarters, at a nominal rental, in close vicinity to his work. The quarters generally consist of a small cottage, surrounded by a plot of ground, where he has ample opportunity for gardening. Unmarried mine employees are provided with single quarters, and the catering is also undertaken by the mine authorities, for which the miner is charged a nominal rate.

The miners have their own recreation and sports clubs, and every encouragement is given them to take full advantage of such facilities. Horse racing is a favorite sport and there are numerous race courses along the entire Witwatersrand. Race meetings are held regularly twice a week throughout the year, as well as on all public holidays. Furthermore, in the city itself, the miner is able to gratify his wishes for night life amusement, no matter in what direction

his tastes may run. There are first-class theaters and vaudeville houses; the motion-picture houses are legion; there are concerts, dances, lectures, etc., too numerous to mention.

The native worker, too, receives his full share of attention. He is well housed and fed in large compounds. There is a compulsory free medical examination, and provision is made for recreation and amusement within the compound.

The interior of a native compound at all times presents a scene of happy activity, particularly on Sundays. Men of the Mchopis, Pondos, Shangaans, the yambanes, and other tribes squat round in groups, chanting their weird tribal songs, talking excitedly, or watching the fortune-teller throwing bones or snakes or baboons, teeth of sharks, or, in fact, anything likely to pass for a charm. In cool weather, the natives wrap themselves in gorgeous blankets of mauve, pink, emerald green, crimson, or other vivid colors.

Strangely enough, that most warlike and aristocratic of the South African native races, the Zulu, is seldom seen in a mine compound. This for the reason that the Zulu is not a miner. His womenfolk have no admiration for the miner, whereas the women of other tribes look favorably upon the mine-worker, in fact, do not even consider him a man unless he has "broken gold from the rock hidden in the earth."

One of the most unique sights in a compound is a native war dance, in which all tribes take part. Years ago the mine authorities conceived the idea of making the dancers of one tribe compete with those of another. But it was soon found that this experiment was not workable, for in the frenzied excitement of the native dancers, these inter-tribal competitions inflamed tribal feelings and led to considerable trouble. Consequently dancing competitions are today confined within each tribe.

**T**HE orchestra, to the accompaniment of which the natives perform their dance, consists chiefly of rows of musicians playing what is popularly called a "kaffir piano," or a somewhat more advanced instrument, known as the "Malimba." These instruments very much resemble great wooden xylophones, on which the musicians thunder out weird fragmentary melodies, which are repeated over and over again, and form

*Famous Fox Street, Johannesburg, South Africa, center of the Witwatersrand gold mining area. Not many years ago, Johannesburg was a city of miners' shacks.*



an ideal accompaniment for the leaping lines of dancers.

Everything in readiness for the dance, the leader of the band raises his sticks suddenly, poises them for an instant, and the next moment the entire orchestra crashes with admirable precision into the strains of a warlike march as the dancers enter the arena.

First come the "women," rôles taken by men chosen for their looks and the feminine quality of their voices, whose duty it is to sing and encourage the heroes to mortal combat. Then the war-

riors approach, clad in all their finery of feathers and paint. The rival force enters next, challenging the enemy to fight. Then follows a graphic picture of the strife, including hand-to-hand conflicts, all accompanied by an orgy of sound and motion. The leaping lines of warriors, the powerful, if primitive, melodies inciting the combatants to show their unflinching courage, culminating in a final outburst of frenzied acrobatic movement, make it a most marvelous sight to witness, and one that the spectator is never likely to forget.



## Lincoln Sees His Statue

By Carl Holliday

**Y**ES, I was present when they put it there—  
That mighty image of me in the flesh,  
Seated within the pillared portico  
And gazing out upon the city where  
I toiled. Perhaps in mortal life I looked  
In such a way—rapt, pensive, gaunt with care,  
Yet tender with the love of man. It may  
Have been. I know not, but this fact I know:  
When I saw them that hour bow low their heads,  
And saw the tears that dimmed their eyes, and heard  
Their breath quick drawn as though a gasp of pain  
Rose from their hearts, I fled me back to where  
The splendor of God's Presence glows, and fell  
Prostrate and cried, "O Power that granted them  
The gift of love and reverence, make me,  
Abe Lincoln, commonest of men, and prone  
To be too much of earth, worthy of this!  
Lift me to what my people think I was—  
My soul a far-seen light for groping man!"



**WORLD-WIDE ROTARY**

is strikingly portrayed in this flag set, which should be the property of every Rotary Club for display at

**CLUB LUNCHEONS  
INTER-CITY MEETS  
BANQUETS AND  
PARTIES**

72 silk flags in each set, each flag properly identified, with flag tree base (illustrated) or inverted bowl-shaped base, both nicely finished in mahogany.

No. Flag Size Net Price  
R-21, 8x12 in. \$34.00  
R-21L, 4x6 in. 18.00

We rent sets of 2x3 ft. bunting flags for International Day programs and District Conferences. For further details, write to

**The Russell-Hampton Co.**  
"Everything a Club Needs"  
500 W. Adams St., Chicago, Ill.

**HOTEL SHERMAN** 1700 ROOMS  
1700 BATHS

HOME OF CHICAGO  
ROTARY CLUB FOR  
15 YEARS

Rotarians from many climes always make the Hotel Sherman their home when in Chicago.

World Renowned Restaurants

Chicago Rotary Club Luncheons every Tuesday at 12:15. A real Rotary welcome.

The Home of the  
World Famous  
College Inn



**CHICAGO**

**A Brand NEW IDEA IN BELT COMFORT**



AN improvement that makes a big difference in your comfort and health. Your leather belt binds your body, interferes with full breathing, causes discomfort, permits trousers to slip down and shirt to work up. Flex-Or Elastic Belt is absolutely guaranteed to give 100% comfort and appearance because it gives you with your breathing. A patented idea in belts—the same easy pressure at all times, before and after meals. No more discomfort and adjusting stubborn leather belts. Wears longer, does not curl at edges. Send your waist measure. Initial wanted and \$1.50 today. Money back if not satisfied. Descriptive circular on request. Write today.

**LANDON & WARNER, 360 N. Michigan Ave., Chicago, Dept. F-4**

**ENTERTAINERS**  
SPEAKERS, ETC., AT REASONABLE RATES

**AXEL CHRISTENSEN AGENCY**  
717 Kimball Bldg., 25 E. Jackson Blvd., Chicago



**3 CUSTOM SHIRTS \$5.85**

Think of it! Regular \$10 value finely made custom shirts cut to your exact measurements. Choice of finest quality new fabrics, exclusive patterns. 34 years of custom shirt making, serving over 8000 satisfied customers assures you superb merchandise. Each shirt strictly guaranteed, initialed and neatly laundered. One sent on APPROVAL, postpaid. Send name and address. No obligation. No agents will call. New Fall samples now ready.

**CLARENCE E. HEAD**  
12 SENECA ST. Custom shirt maker since 1898 ITHACA, N. Y.

**SEND FOR 100 FREE SAMPLE PATTERNS**

A1

- Composition, hand or machine, of the quality that the name implies.
- Prompt service, good typography, 1932 prices.
- A-I COMPOSITION CO.  
532 South Dearborn Street  
CHICAGO, ILL.  
Telephone: Wabash 2869



## OFFICIAL ROTARY FLAGS

Foreign Nation Flags in  
Sets Our Specialty

Set 65 Flags,  
4x6 inches, \$10.20

Gold Buttons. Members and PAST PRESIDENTS  
U. S. Flags—All Sizes—Qualities and  
Prices. Badges and Banners  
Send for Catalogue.

**GEORGE LAUTERER CO.**  
9 NORTH FRANKLIN ST. CHICAGO, U. S. A.

## Bryant & Stratton COLLEGE

A long established co-educational school of practical, intensive Business training; college grade and plan. Business Administration, Accounting, Executive Secretarial, Stenotypy, French, Spanish, etc. Day and Eve. Classes. Catalog on request. Placing Service. Visit, write, or phone Rm. 1575  
18 SOUTH MICHIGAN AVENUE, CHICAGO, ILL.

IN MONTREAL The Rotary Club Meets  
on Tuesdays, 12:45, at

# Windsor

ON DOMINION SQUARE

## Salt Lake City, Utah HOTEL UTAH

GEO. O. RELF, Gen. Mgr.

Rotary Club Luncheon held here Tuesdays 12:15  
Visiting Rotarians Welcome

## RAISE CAPITAL BY MAIL

Direct from Selected Investors

We originate direct financing plans, design and write the sales literature, select mailing lists, supply detailed instructions; simple, speedy, effective. Submit detailed outline of your project, nature and amount of financing proposed, and receive, without cost or obligation, our two interesting books on modern financing methods with complete plan outline prepared especially for you.  
Gardner Service, 219-R Balcony Bldg., Kansas City, Mo.

SEEDS  
4c  
Per Pkt.

## GARDEN FAVORITES

HARDY ANNUALS—Over 125 Seeds to Pkt.  
Introducing Exclusive Color Mixtures

PETUNIAS; LARKSPUR; COSMOS; ASTERS;  
ZINNIA; GANDYDUFF; POPPIES; DWARF  
MARIGOLDS and SWEET ALYSSUM WHITE.  
Cultural directions and FREE Price List of Perennials, Shrubs, Roses, Vines, Berry Plants, etc.



**F. W. BROW NURSERIES**  
ROSE HILL . . . . . NEW YORK

Any 9 Pkts.  
Only 30c  
Postpaid

# Chats About Contributors

**Robert Maynard Hutchins**, *Something New in Education*, in 1929 became president of the University of Chicago at thirty years of age. Previously, he had served consecutively as secretary, acting dean, and dean of Yale University School of Law. During the World War, he was in the United States Army ambulance service, and saw duty with the Italian Army 1918-19, for which he was decorated with the Croce di Guerra of Italy.

**Wilfrid Andrews**, *One Tongue for All Men*, a founder and member of the Ramsgate (England) Rotary Club, has given many years of service to the advancement of Rotary in Great Britain and Ireland. He has served also on important committees of Rotary International, and is at present a member of the Board of Directors and of the Magazine Committee. He is director or proprietor of automobile distributing concerns in Ramsgate, Sittingbourne, and London, England, and is a director of a financial trust specializing in automotive financing.

**William Lyon Phelps**, *Here Are Friendly Trails*, is Lampson professor of English at Yale University. As a member of the New Haven Rotary Club, he will be one of the ten thousand New England Rotarian hosts to those attending the 1933 convention of Rotary International at Boston, June 26-30. For some years, he has been a contributor to THE ROTARIAN.

**James Dickinson Irvin**—but "Dick" to the public—one of the all-time "greats" in hockey, came up through the amateurs of west-central Canada which has given so many stars to the "world's fastest game." He played with the Regina Capitals Team when many of the present stars of the big league were on it, and later played with the Chicago Black Hawks. He is now coach of the world champion hockey team, the Maple Leafs of Toronto, Canada.

**Julius Klein**, *Evicting the Shelf-Warmers*, assistant secretary of commerce of the United States since 1929, has held important posts in trade investigations in Europe and Latin America. For several years he was an assistant professor of economics at Harvard University, where he had formerly secured his Ph.D. degree.

**Helen Cody Baker**, *Partners*, during her twelve years as publicity secretary for the Council of Social Agencies of Chicago—the federation of 206 leading charity and welfare organizations—has made a thorough study of social conditions. A regular contributor to *Survey* and to *Survey Graphic*, she has also written for the *Atlantic Monthly*, and other publications. . . . **Frank A. Russell**, *The Talent*, lecturer and journalist, is now a special correspondent in the United States for *The Herald and Weekly Times* of Melbourne, Australia. This story was inspired by President Clinton P. Anderson's talk on "Talent for Rotary" at a recent meeting of the Los Angeles Rotary Club, which was attended by Author Russell.

**George W. York**, *A Blue-print for Tomorrow*, formerly a member of the firm of Otis and Company at Cleveland, Ohio, is now representing the interests of that company with the George E. Brece Lumber Company in New Mexico where he is also a member of the Rotary Club of Albuquerque. . . . **Walter Locke**, *On*

*the Jericho Road*, well-known to ROTARIAN readers in recent years, is editor of the *Dayton (Ohio) Daily News*, and president of the Rotary club.

**Chesley R. Perry**, *Rotary's Four-Lane Highway*, secretary of Rotary International, requires no introduction to ROTARIAN readers. . . . **S. M. von Klonowski**, *Africa's Golden Hub*, chairman of Johannesburg, Union of South Africa, as his home town, but now lives in New York City.

## For Further Readings

"SOMETHING NEW IN EDUCATION" (Community Service), by Robert M. Hutchins. *Atlantic Monthly*, Dec., 1932.  
"The Management of School Money"—Henry C. Morrison, University of Chicago Press, Chicago, 1932.  
"The Contribution of Public Education to the Welfare of the Nation"—School and Society, Sept. 5, 1931.  
"Expenditures for Public Education in the United States"—School and Society, May 2, 1931.  
"The Schools During the Economic Depression"—American School Board Journal, Dec., 1931.  
"Relation of Federal Government to Higher Education"—Proceedings, Association of American Universities, 1930, pp. 119-32.  
"Education and the Social Crises"—W. H. Kilpatrick, Liveright, New York, \$1.25.  
"The School Revenue"—Henry Morrison, University of Chicago Press, \$4.00.  
This article from THE ROTARIAN: "A New School and a Tax Cut!"—Clyde B. Moore, Nov., 1932.

"EVICTING THE SHELF-WARMERS" (Vocational Service), by Dr. Julius Klein.  
"Developments in Distribution"—Nation's Business, Jan. and Feb., 1933.  
"Keeping Up With Changes in Present Day Merchandising"—A. T. Fischer, Wholesale Grocer News, Nov., 1932.  
"Dollar Ideas"—Dr. Julius Klein, World Business Digest, Nov., 1932.  
"What the Larger Retailer Can Learn from the Small Store"—"Executives' Service Bulletin," Nov., 1932., digested in World Business Digest, Dec., 1932.  
"Women Will Buy What They Want in Groceries"—Charles Coolidge Parlin, Butchers Advocate and the Food Merchant, Nov., 30, 1932.  
"Seven Keys to Retail Profits"—Clyde Bedell, McGraw Hill, New York, \$3.50.  
"The Modern Grocery Store"—Carl W. Dignan, The Butterick Publishing Co., Chicago, \$1.00.  
"The Retailers' Profit Control"—Ehlers and Co., St. Louis, \$7.50.

"A BLUE-PRINT FOR TOMORROW" (Vocational Service), by George W. York.  
"Our Tussle With Machines"—Edward S. Martin, Harpers Magazine, Jan., 1933.  
"Economic Planning: The Proposals and Literature"—Quarterly Journal of Economics, Nov., 1932.  
"The Challenge of 1933"—The Literary Digest, Jan. 14, 1933.  
"Confidence in Whom?"—Elmer Davis, Forum Magazine, Jan., 1933.  
"Roads to Recovery"—Ralph West Robey, Current History, Feb., 1933.  
"Unemployment—What Is It?"—Garet Garrett, Saturday Evening Post, Jan. 21, 1933.  
"We Americans—Fred Salo, The Forgotten Man"—Tom Jones Parry, Forum Magazine, Dec., 1932.  
"Thunder and Dawn"—Glenn Frank, Macmillan, New York, \$3.00.  
"Business Adrift"—Wallace Brett Donham, Whiteley House, McGraw Hill, New York, \$2.50.  
"Business Looks at the Unforeseen"—Wallace Brett Donham, Whiteley House, McGraw Hill, New York, \$2.50.  
"A Practical Program for America"—edited by Henry Hazlitt, Harcourt, Brace, and Co., New York, \$1.00.  
"America Faces the Future"—Charles A. Beard, Houghton Mifflin, New York, \$3.00.  
These articles from THE ROTARIAN: "An Epoch Ends"—Stuart Chase, May, 1932; "The Machine: Slave or Monster?"—Alberto Pirelli, Nov., 1932; "Is This Rotary's Hour to Speak?"—Clinton P. Anderson, Dec., 1932.

"ROTARY'S FOUR-LANE HIGHWAY"—(Club Service), by Chesley R. Perry.  
These articles from THE ROTARIAN: "We Go Forward or We Go Under!"—J. R. Perkins, June, 1932; "Has Rotary a Future?"—Raymond J. Knopp, June, 1932; "Stopping the Knocks"—Charles W. Barton, Aug., 1932; "Aims and Objects Plan" (editorial)—Oct., 1932; "A Rotary Source of Strength"—Frederick R. Burley, Dec., 1932; "A Means to an End"—an editorial, Dec., 1932.



AN

trial  
Ohio  
club

High  
quarry  
S. M.  
claims  
as in  
City.

(Com  
Mun  
try C  
icago.  
Web  
Sept.

United  
on"—  
Edna  
Lis

Ed  
penity  
Edel  
1912.

ational  
uncon

Mar  
Gross

Small  
Nov.  
Det.

series  
e ad

Mer  
man,  
0.  
Co.,

Nur  
attn.

am"  
Jan.

Map  
ement

Su  
lan"  
931.  
lan.

White  
0.  
Brett  
New

entry  
ark.  
ard.

nd"  
lve  
to  
An

Club

ward  
912;  
pel.  
W.  
an  
of  
"A